



Companies and Intellectual
Property Commission
a member of **the dtic** group

Companies and Intellectual Property Commission (CIPC)

Strategic Plan 2025/26 – 2029/30

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Abbreviations and Acronyms

Abbreviations	Description
4IR	Fourth Industrial Revolution
AFCFTA	African Continental Free Trade Agreement
AFS	Annual Financial Statement
AI	Artificial Intelligence
API	Application Programming Interface
APP	Annual Performance Plan
ATD	Advance Threats Detection
BBBEE	Broad-Based Black Economic Empowerment
BI	Business Intelligence
BISG	Business Information System Group
BO	Beneficial Ownership
BRICS	Britain, Russia, India, China, South Africa
BRR	Business Regulation and Reputation
CC	Close Corporations
CFO	Chief Financial Officer
CIPC	Companies Intellectual Property Commission
CSE	Chief Strategy Executive
DHET	Department of Higher Education and Training
DLP	Data Loss/Leakage Prevention
DTIC	Department of Trade Industry and Competition
EPMO	Enterprise Project Management Office
FATF	Financial Action Taskforce
FDI	Foreign Direct Investment
GHG	Greenhouse Gases
GNU	Government of National Unity
GRC	Governance, Risk and Compliance
ICT	Information and Communication Technology
ID	Identity Document
IP	Intellectual Property
IPAS	Intellectual Property Automation System
IPR	Intellectual Property Rights
LEA	Law Enforcement Agency
MOI	Memorandum of Incorporation
MOU	Memorandum of Understanding
MTDP	Medium Term Development Plan
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NPA	National Prosecuting Authority
NRCS	National Regulator for Compulsory Specifications
PFMA	Public Finance Management Act
POPI	Protection of Personal Information
PPP	Public-Private Partnerships
SA	South Africa

SABS	South African Bureau of Standards
SAPS	South African Police Services
SARS	South African Revenue Services
SEDA	Small Enterprise Development Agency
SEZ	Special Economic Zone
SMME	Small, Medium, and Micro Enterprises (SMMEs)
SSE	Substantive Search and Examination
TID	Technical Indicator Description
V30B	Vision 2030 and Beyond
WIPO	World Intellectual Property Organization
XDR	Extended Detection and Response

Executive Authority Foreword



Parks Tau, MP

Minister of Trade Industry and Competition

It is with great confidence and commitment that I endorse the 2025/26 – 2029/30 Strategic Plan of the Companies and Intellectual Property Commission (CIPC), which reaffirms our continuous dedication to aligning with the strategic priorities of the Government of National Unity (GNU). This plan is crafted to complement the implementation of the Medium-Term Development Plan (MTDP) 2024-2029, a guiding framework for advancing the socio-economic transformation of our nation.

The apex strategic priority of the 7th administration, as outlined in the MTDP, focuses on fostering inclusive economic growth and job creation. This priority is supported by two interrelated priorities: reducing poverty and tackling the high cost of living, and building a capable, ethical, and developmental state. This aligns seamlessly with the broader national development agenda, aimed at ensuring sustainable and equitable growth across all sectors of our economy.

The emphasis on inclusive economic growth and job creation is central to addressing the pressing challenges of poverty and the high cost of living that many of our citizens currently face. It is my firm belief that the successful realisation of these priorities will not only stimulate economic opportunities but will also contribute significantly to the alleviation of poverty and the reduction of the cost of living for our people.

A central enabler of these ambitions is the robust implementation of the National Industrial Policy (NIP), which places strategic emphasis on the critical "3Ds": Decarbonisation, Diversification, and Digitalisation. These pillars guide our path towards building a resilient and competitive economy.

- **Decarbonisation** underscores the imperative for South Africa to transition to a low-carbon economy, ensuring sustainability and mitigating climate risks through green industrial development. Here, the CIPC plays a pivotal role in ensuring company disclosure frameworks and IP systems evolve to support green innovation, renewable energy technologies, and climate-aligned business practices.
- **Diversification** is essential for broadening our industrial base and reducing over-dependency on a narrow range of commodities. The CIPC will actively support diversification by facilitating business registration and compliance, providing critical information and data to investors, and ensuring transparent corporate governance. This creates an attractive and enabling environment for domestic and foreign investments in new and emerging sectors of our economy.
- **Digitalisation** underpins both public sector modernisation and future-ready industries. As a digital-first regulator, CIPC will continue to scale its innovation agenda by strengthening e-

services, automating workflows, and leveraging digital platforms to expand access and transparency in the business and IP ecosystems.

In the year ahead, the Department of Trade, Industry and Competition (**the dtic**), together with its entities, such as the CIPC, will be instrumental in driving these priorities forward. The ambitious target of a 3.6% economic growth rate by 2030, as outlined in the in the Economic Cluster Strategy to realise the three MTDP priorities, necessitates the achievement of key outcomes such as mobilising investment, creating jobs, promoting exports, and advancing the role of black industrialists in the economy.

In light of these goals, the CIPC will continue to play a pivotal role in the implementation of initiatives such as the Beneficial Ownership (BO) Register. This vital undertaking is a critical response to the concerns raised by the Financial Action Task Force (FATF) regarding our country's grey listing. The continued rollout of this register will not only promote transparency and accountability within the business environment but will also foster an atmosphere conducive to investment and economic growth.

I therefore, with full confidence, endorse the 2025/26 – 2029/30 Strategic Plan of the Companies and Intellectual Property Commission (CIPC), as it reflects our unwavering commitment to advancing the economic prosperity and development of our country.

Mr Parks Tau, MP
Minister of Trade, Industry and Competition

Date:

Deputy Minister's Foreword



Zuko Godlimpi, MP

Deputy Minister of Trade, Industry and Competition

The Companies and Intellectual Property Commission (CIPC) plays a pivotal role in laying the foundation for South Africa's inclusive and innovation-driven economy. The strategic plan of the CIPC reflects the commitment of **the dtic** Group to strengthen the institutional pillars of economic development; guided by the strategic imperatives of the Medium-Term Development Plan, focused on driving inclusive growth and job creation, reducing poverty and the cost of living, and building a capable, ethical and developmental state.

This Performance Plan sets out a focused and practical agenda to enhance the ease of doing business, safeguard the country's intellectual property, enable more efficient regulation of companies, and enhance data-driven oversight functions that are fundamental to a dynamic and competitive economy. The plan positions the CIPC to support **the dtic's** broader outcomes of re-industrialisation, transformation, job creation and building a capable state.

This Performance Plan sets out a clear direction for the Commission's contribution to the national industrial policy framework, with a focus on the three industrial transitions at the heart of our long-term growth trajectory: **Decarbonisation, Diversification, and Digitisation**. These transitions are not merely aspirational, they represent the necessary shifts to position South Africa's economy for competitiveness and sustainability in a rapidly evolving global landscape.

The Commission's digitisation efforts will reduce the cost of compliance for small enterprises, create more inclusive access to services, and improve the integrity and availability of business and IP data. These advances will support green and diverse sectors, stimulate local innovation, and foster investment confidence.

This Performance Plan outlines a focused set of initiatives aimed at creating an enabling environment for entrepreneurs, inventors, and formal businesses to thrive. Through this, the CIPC contributes directly to the structural reforms required to unlock growth and support inclusive economic participation across all regions of the country.

I am confident that the Commission's leadership and team will maintain their momentum in delivering on their mandate toward the realisation of the nation's economic growth.

Zuko Godlimpi, MP

Deputy Minister of Trade, Industry and Competition

Date:

Accounting Officer Statement



Adv Rory Voller

CIPC Commissioner

As we stand at a critical juncture in South Africa’s development, the Companies and Intellectual Property Commission (CIPC) reaffirms its unwavering commitment to driving inclusive economic growth, fostering innovation, and enhancing global competitiveness. Aligned with the Government of National Unity’s (GNU) priorities and the Medium-Term Development Plan (MTDP), we embrace our Vision 2030 and Beyond (V30B), which focuses on creating a robust, agile, and responsive regulatory framework that empowers businesses, citizens, and the economy as a whole. I present the 2025/26 – 2029/30 Strategic Plan of the Companies and Intellectual Property Commission (CIPC) to the Minister of Trade, Industry and Competition. The dynamic challenges and opportunities of recent years—accelerated by technological advancements, the far-reaching impact of the COVID-19 pandemic, and shifting global economic dynamics—call for a reimagining of our regulatory approach. We must not only address these challenges head-on but also anticipate the needs of tomorrow. Our mission is to deliver services that stimulate business growth, foster economic empowerment, and protect intellectual property, positioning South Africa as an attractive and secure investment destination.

Central to our V30B Strategy is the commitment to building a future-ready workforce and a dynamic organisation. Through initiatives like the CIPC Internship Programs, we contribute directly to the GNU’s job creation and upskilling priorities. By collaborating with academic institutions, we will develop targeted in-service learning programs in critical fields such as legal, business, and compliance, with a particular focus on emerging roles like Beneficial Ownership (BO) analysts. These programs will equip the next generation of South African professionals with the skills needed to excel in a rapidly transforming digital economy.

The expansion of our internship and learnership programs to 100 interns per cycle, combined with our strong succession planning to transition interns into permanent roles or entrepreneurial ventures, is a testament to our long-term commitment to developing talent in South Africa. Through our collaboration with the Government School of Business through our CIPC Learning Academy Project, we will ensure that these structured learning opportunities align with national governance and employment creation strategies.

In parallel, we are committed to retraining and reskilling our existing workforce, especially in areas at risk of redundancy due to automation and digital transformation. Our Secondment Initiatives will facilitate cross-unit collaboration, fostering knowledge exchange and building capacity within the CIPC. These initiatives, alongside our Knowledge and Skills Development programs—encompassing mentorship and hands-on training—ensure that both interns and secondees acquire practical, future-ready skills.

We are equally dedicated to supporting Small, Medium, and Micro Enterprises (SMMEs), a key priority that aligns with the Minister’s vision for driving economic growth. Our SMME Support Initiatives will continue to offer training, and advisory services in partnership with banks, development finance institutions, and incubators. These programs will help SMMEs improve their financial management, navigate regulatory processes, and scale their operations, ultimately contributing to job creation and economic expansion.

A key pillar of our V30B is the reduction of red tape. By integrating unified digital platforms, we will simplify business registration, IP filings, and compliance reporting, effectively reducing administrative burdens for businesses. This will enhance South Africa’s competitiveness, facilitate trade and investment, and improve the ease of doing business locally and internationally.

Furthermore, we will leverage CIPC’s data and research capabilities to support informed decision-making, attract investment, and drive economic growth. In collaboration with key stakeholders such as WIPO and BRICS, we will ensure that intellectual property protections and investment incentives foster global trade and expand South Africa’s export potential.

In conclusion, our V30B Strategy is closely aligned with the GNU’s priorities of creating a capable, ethical, and developmental state. As we support the Minister’s vision for job creation, inclusive growth, and investment attraction, we are confident that the CIPC will play a pivotal role in positioning South Africa as a leading global hub for business, innovation, and entrepreneurship.

With the support of the Minister, the Deputy Ministers, the Director-General of **the dtic**, and all our valued stakeholders, we remain steadfast in our determination to be a world-class regulator—one that empowers individuals, businesses, and communities for years to come.

Adv. Rory Voller

CIPC Commissioner

Date:

Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Companies and Intellectual Property Commission (CIPC) under the guidance of the Commissioner, Adv. Rory Voller.
- Takes into account all the relevant policies, legislation and other mandates for which the CIPC is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the CIPC will endeavour to achieve over the period 2025/2026 to 2029/2030.

Programme 1: Service Delivery Access

Signature: _____

Ms Zama Mtshali, Executive Manager:
Corporate Services
(Acting)

Date:

Signature: _____

Mr. Phineas Mogale, Executive Manager:
Business Information Systems

Date:

Programme 2: Innovation and Creativity

Signature: _____

Ms Nomonde Maimela, Executive Manager:
Innovation and Creativity

Date:

Programme 3: Business Regulation and Reputation

Signature: _____

Mr. Mpho Mathose, Acting Executive Manager:
Business Regulation and Reputation

Date:

Signature: _____

Mr Muhamed Jasat, Chief Financial Officer

Date:

Signature: _____

Ms Bathabile Kapumha, Chief Strategy
Executive (Acting)

Date:

Signature: _____

Adv. Rory Voller, Commissioner: CIPC
(Accounting Officer)

Date:

Approved by:

Signature: _____

Mr Parks Tau, MP,

Minister of Trade, and Industry

Date:

Part A: Our Mandate

1. Constitutional Mandate

The CIPC must abide by the Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996) as amended. **Table A.1: CIPC Constitutional Mandate** highlights sections that have more relevance to the CIPC.

Table A. 1: CIPC Constitutional Mandate

Chapter / Section	Provision
Chapter 2: Bill of Rights	
Rights: Section 7.	The state must respect, protect, promote, and fulfil the rights in the Bill of Rights.
Equality: Section 9:	The state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language, and birth.
Access to information: Section 32.	(1) Everyone has the right of access to—(a) any information held by the state; and (b) any information that is held by another person and that is required for the exercise or protection of any rights. (2) National legislation must be enacted to give effect to this right and may provide for reasonable measures to alleviate the administrative and financial burden on the state.
Just administrative action: Section 33.	(1) Everyone has the right to administrative action that is lawful, reasonable, and procedurally fair. (2) Everyone whose rights have been adversely affected by administrative action has the right to be given written reasons. (3) National legislation must be enacted to give effect to these rights, and must, in alignment with Chapter 2: Bill of Rights 14 (a) provide for the review of administrative action by a court or, where appropriate, an independent and impartial tribunal; (b) impose a duty on the state to give effect to the rights in subsections (1) and (2); and (c) promote an efficient administration.
Public Service: Section 197.	Within public administration there is a public service for the Republic, which must function, and be structured, in terms of national legislation, and which must loyally execute the lawful policies of the government of the day.

2 Legislative and Policy Mandates

2.1 Legislative Mandates

The CIPC is listed as a Schedule 3A entity in the Public Finance Management Act, 2001 (Act No. 1 of 2001) as amended (herein referred to as the PFMA).

As shown in **Table A.2: PFMA Provisions for Public Entities**, Chapter 1, 6, and Schedule 3A of the PFMA has provisions for public entities such as the CIPC.

Table A. 2: PFMA Provisions for Public Entities

Chapter and Section	Provision
Chapter 1	A national public entity is a board, commission, company, corporation, fund, or other entity (other than a national government business enterprise) that is—(i) established in terms of national legislation; (ii) fully or substantially funded either from the National Revenue Fund or

Chapter and Section	Provision
	by way of a tax, levy, or other money imposed in terms of national legislation; and (iii) accountable to Parliament
Chapter 6	Provides for classification; assignment of powers and responsibilities, corporate plans, annual budgets and performance, revenue and expenditure management, information access, annual reports, and financial statements of public entities
Schedule 3A	List the CIPC as a Schedule 3A entity

As a national public entity, the CIPC is established by a national legislation, the Companies Act, 2008 (Act No. 71 of 2008). As shown in **Table A.3: CIPC Legislative Mandate**, the CIPC is legislated by several Acts of Parliament.

Table A. 3: CIPC Legislative Mandate

Legislation	Summary
Companies Act, No 71 of 2008	<p>Register companies, business rescue practitioners, and corporate names; maintain data; regulate governance and disclosure by companies; accredit dispute resolution agents; educate and inform about all laws; give non-binding opinions and circulars, policy, and legislative advice.</p> <p>Enforce the Companies Act, 2008, to promote voluntary resolution of disputes arising under this Act between companies and directors or shareholders as contemplated in Part C of Chapter 7, monitor proper compliance with the Act, receive or initiate complaints concerning alleged contravention of this Act, evaluate such complaints, and initiate investigations into complaints.</p> <p>Maintenance of accurate, up-to-date, and relevant information concerning companies, foreign companies, and other juristic persons contemplated in subsection (1)(a)(ii), and concerning intellectual property rights, and the provision of that information to the public and to other organs of state.</p>
Companies Amendment Act, No 16 Of 2024	Amendments to the memorandum of incorporation of a company, Public and state-owned company annual general meetings to include a presentation of a social and ethics committee report and a remuneration report, The issuance of shares with delayed consideration will need to be issued to a third party, independent 'stakeholder' in terms of a written 'stakeholder agreement', Relaxation of intra-group financial assistance provisions, Relaxation of approval requirements for a buy-back, Further protections are afforded as it pertains to post-commencement of business rescue proceedings
Companies Second Amendment, Act No. 17 of 2024	The time bar in terms of applications to declare directors delinquent or under probation extended to 60 months
Close Corporations Act, No 69 of 1984	Maintain data, regulate governance, and disclosure by close corporations.
Co-operatives Act, No 14 of 2005	Register co-operatives, maintain data, and regulate governance of and disclosure by co-operatives.

Legislation	Summary
Co-operatives Amendment Act, No 6 of 2013	Annual submission of information by co-operatives, audit and independent review of co-operatives, voluntary winding-up of cooperatives by special resolution, liquidation process of co-operatives.
Share Block Control Act, No 59 of 1980	Regulate conduct and disclosure by share block schemes.
Consumer Protection Act, No 68 of 2008	Register business names.
Trade Mark Act, No 194 of 1993	Register trademarks, maintain data, and resolve disputes.
Merchandise Marks Act, No 17 of 1941 (Unauthorised Use of State Emblems Act, No 37 of 1961)	Prevent and enforce the unauthorised use of state emblems.
Patents Act, No 57 of 1978	Register patents, maintain data, publish patent journal, and administer Court of Commissioner of Patents.
Designs Act, No 195 of 1993	Register designs, maintain data, and resolve disputes.
Copyright Act, No 98 of 1978	Provide non-binding advice to the public.
Registration of Cinematography Films Act, No 62 of 1977	Register films, and maintain data
Performers Protection Act, No 11 of 1967	Accredit Collecting Societies; regulate their governance, conduct and disclosure
Counterfeit Goods Act, No 37 of 1997	Conduct and co-ordinate search and seizure operations, and oversee depots

2.2 Policy Mandates

Apart from the pieces of legislation that the CIPC is responsible for, the CIPC also derives its policy mandate from the policies of the national government and its principal department, the Department of Trade, Industry, and Competition (**the dtic**). The key policies and strategies of the national government, and **the dtic** relevant to the CIPC are as follows:

Table A. 4: National policies and strategies¹

¹ Legislation in development

Policies/Strategies	Summary	CIPC Contribution
Medium-Term Development Plan (MTDP)	<p>The Medium-Term Development Plan (MTDP) 2024 – 2029 is the government’s monitoring framework for the NDP Five-Year Implementation Plan during the electoral cycle. It reflects how government will measure its progress against the commitments made in the election manifesto of the governing party and the NDP Five-Year Implementation Plan. It is a basis for measurement of government performance and must be aligned with measurement of performance at the national, provincial, and local government spheres.</p> <p>MTDP 2024-2029 has three (3) strategic priorities for which specific interventions and targets have been set:</p> <ul style="list-style-type: none"> • Priority 1: Drive Inclusive growth and job creation • Priority 2: Reduce poverty and tackle the high cost of living • Priority 3 Building a capable, ethical and developmental state 	See Table A.5 for a detailed description of how the CIPC is contributing to the MTDP 2024 - 2029 Priorities.
Corporate Law Reform Policy	To promote growth, employment, innovation, stability, good governance, and confidence in the South African business environment, as well as increase international competitiveness.	The mandate of the CIPC is to regulate the business and IP environment so that there is confidence in the business environment and the country’s competitiveness is promoted.
Co-operatives Development Policy for South Africa	Create an enabling environment for cooperative enterprises that reduces the disparities between urban and rural businesses, is conducive to entrepreneurship, and promotes the development of economically sustainable cooperatives.	Through the Co-operatives Unit and the education and awareness programmes, the CIPC supports the co-operatives sector.
Madrid Protocol	The Madrid Protocol is an international treaty designed to simplify the process of registering and protecting trademarks across multiple countries through a single application. It allows trademark owners to file one application with their home country’s trademark office, which is then submitted to the World Intellectual Property Organisation (WIPO)	CIPC enables local businesses to apply for international protection under this system. It provides guidance and resources to help entrepreneurs understand the benefits of protecting their trademarks globally. By processing applications efficiently and forwarding them to the World Intellectual Property Organisation (WIPO), the CIPC ensures a streamlined experience for applicants

Policies/Strategies	Summary	CIPC Contribution
Co-operative Funding Policy	The policy aims to enhance access to finance and increases the number of small enterprises, especially in Underserved areas such as townships and rural areas. Additionally, it seeks to transform ownership patterns and reduce monopolies across sectors, while advocating for a compliance light environment for small enterprises. This development signals potential growth in the registration of cooperatives and small businesses, as access to finance improves and entrepreneurship becomes more accessible.	The CIPC may experience an uptick in transactions related to company and cooperative registrations, necessitating a focus on optimising registration processes to handle increased volumes efficiently
the dtic Strategic Plan	<p>Vision: A dynamic and globally competitive South African economy built on the full potential of all citizens</p> <p>Mission: The dtic working with its entities, will achieve inclusive economic growth by coordinating and enabling government wide interventions to:</p> <ul style="list-style-type: none"> • Promote structural transformation; • Achieve stronger industrialisation • Transformation in terms of skills for the economy and enterprise development, • Increase trade, investment and exports • Promote the ease of doing business 	<p>The CIPC’s vision is to make a strategic contribution towards improving SA’s competitiveness and growth.</p> <p>The CIPC contributes to providing a predictable business and IP protection environment conducive to investment and enterprise development.</p> <p>The CIPC digital and collaboration strategies contribute to broadening economic participation by extending CIPC services to communities that would otherwise not be reached if not for the digitisation and SSTs at provincial partner sites.</p> <p>The CIPC programmes such as education and awareness programme, the Inventor Assistance Programme, and others, develop knowledge and provide support on business formalisation and IP protection. In doing so, broaden economic participation.</p>

3. Institutional Policies and Strategies governing the five-year planning period

3.1 The CIPC Vision 2030 and Beyond

The 2025/26 -2029/30 Strategic Plan is an expression of the CIPC Vision 2030 and Beyond (V30B) Strategy. The CIPC V30B Strategy articulates a comprehensive roadmap for the future, focusing on positioning CIPC as a modern regulator by 2030. The strategy emphasises three (3) core principles:

Modern Regulatory Framework: CIPC aims to transition from a registrar to a regulator, leveraging knowledge assets and networks to support informed decision-making, enhance service delivery, and enable innovation.

1. **Innovation Protection and Commercialisation:** The focus is on fostering innovation, supporting economic growth, and facilitating the commercialisation of intellectual property.
2. **Investment Attraction:** CIPC seeks to streamline processes and reduce administrative burdens, positioning South Africa as an attractive investment destination.

The impetus of the Vision 2030 and Beyond strategy for the CIPC is driven by a recognition of pivotal global and national shifts that require the organisation to evolve. Disruption whether in the form of technology, social change, industry reconfiguration influences and will influence the CIPC in the future. The environment within which the CIPC exist is volatile, uncertain, complex, ambiguous, and diverse. The advent of the social media and its impact has highlighted how gender, cross-cultural and inter-generational diversity influences organisational effectiveness. The strategy emerges as a response to these transformative forces, ensuring that the CIPC remains agile and forward-thinking in order to stay relevant and effective.

At the heart of the CIPC's Vision 2030 and Beyond strategy is the commitment to transforming into a modern, agile regulator that supports South Africa's economic growth and innovation. The strategy is built around three core pillars: organisational agility, a citizen-centric approach, and thought leadership in regulation. Organisational agility lies at the core of the strategy, enabling the CIPC to respond swiftly to the rapidly changing landscape driven by technology and global shifts. The organisation aims to foster a culture of innovation and adaptability, ensuring it can quickly pivot to address new challenges and seize emerging opportunities, particularly those brought about by digitalisation and the Fourth Industrial Revolution (4IR).

A citizen-centric approach is also fundamental, with the CIPC striving to improve the accessibility, transparency, and reliability of its services. By simplifying processes and providing secure, timely information, the CIPC enhances the experience for businesses and citizens, promoting legal certainty and supporting business growth. This citizen-first mindset reflects a shift from being a bureaucratic registrar to a service-oriented regulator that actively seeks to improve the lived experiences of South Africans, ensuring that businesses have the necessary support to thrive in a competitive, globalised economy.

The CIPC aims to position itself as a thought leader in regulation, influencing policy and shaping the future of business and intellectual property governance in South Africa. By leveraging data, research, and cutting-edge technologies like artificial intelligence and blockchain, the CIPC will lead the way in modern regulatory practices, driving innovation and competitiveness.

The strategy aims to position the CIPC as a world-class modern regulator, driving sustainable growth, innovation, and fostering a conducive environment for economic development in South Africa. It

focuses on modernising regulatory frameworks, protecting innovation, and reducing administrative barriers to attract investment and stimulate business growth. Underpinning the strategy are the digital business (modernisation), innovation and collaboration (multi-channel and partnerships), and operational excellence strategies.

4. Relevant Court Rulings

Not applicable.

Part B: Our Strategic Focus

5. Vision

A world-class modern regulator of the business and intellectual property landscape, making a strategic contribution towards improving competitiveness, driving inclusive economic growth and job creation in South Africa.

6. Mission

- **Regulate business environment**, fostering good corporate governance and protection of juristic persons' rights, transparency and accountability.
- **Enable the protection and commercialisation of innovation**, fostering a dynamic environment for business growth and technological advancement.
- **Education and awareness**, to inform the public about corporate governance - promoting voluntary compliance.
- In collaboration with our partners, **make it easier to do business in South Africa**, to encourage entrepreneurship and enterprise efficiency.
- **Leverage technology, knowledge assets, and networks** to support informed decision-making and drive trade, investment, and economic development.

7. Values

As an SA public entity, the Batho Pele principles drive the conduct of the CIPC executive, management, and staff in carrying out the mission, with more emphasis on the values listed in **Table B.1: The CIPC Values**.

Table B. 1: The CIPC Values

Value	What it means
Passion for service	We work as one to seamlessly serve our customers with passion, commitment, and dedication.
Integrity	We live out fairness, impartiality, and respect in all our actions as individuals and as an organisation.
Empowerment	We recognize the value of our employees and partners and provide them with the discretion and tools to effectively deliver on their responsibilities.
Accountability	We hold one another accountable for our commitments. We are responsible and responsive in the execution of our duties.
Collaboration	We believe in the power of teams, teamwork, and collaborative effort to deliver exceptional service and execute our duties effectively.

8. Situational Analysis

This situational analysis provides an integrated assessment of the external and internal factors shaping the operating environment of the CIPC. It examines the political, economic, social, technological, environmental, and legal dynamics influencing South Africa's business and governance landscape, as well as the institutional capabilities, constraints, and readiness of the CIPC to respond to these dynamics.

The analysis is positioned to inform strategic choices by identifying the key risks, pressures, and opportunities that the CIPC must navigate in executing its mandate as a modern regulator, custodian of corporate and intellectual property information, and contributor to economic integrity and ease of doing business. Understanding these factors is essential for ensuring that the CIPC's strategic priorities, operating model, and resource allocation remain aligned to a rapidly evolving regulatory and economic context.

8.1 External Environment Analysis

The external environment within which the CIPC operates has become increasingly complex and dynamic. Political uncertainty, economic pressure, technological disruption, heightened governance expectations, and global regulatory convergence continue to reshape the business environment and the role of regulatory institutions. These forces influence demand for CIPC services, compliance behaviour by regulated entities, stakeholder expectations, and the scope and intensity of the CIPC's regulatory responsibilities.

8.1.1 Political Analysis

South Africa's political environment remains characterised by fragility, shaped by service delivery pressures, fiscal constraints, and persistent socio-economic challenges. In the period following the Covid-19 pandemic, government priorities have increasingly centred on economic recovery, job creation, industrialisation, and economic transformation. These priorities place heightened expectations on regulatory institutions to contribute to an enabling business environment while safeguarding governance, transparency, and accountability.

International geopolitical developments and rising global populism have also influenced trade relations, investment flows, and regulatory policy. As a result, regulatory bodies such as the CIPC are required to operate within an environment where domestic policy objectives must be balanced against international obligations, global standards, and investor expectations.

For the CIPC, this context reinforces the need to align regulatory practices with national development priorities, including support for small, medium, and micro enterprises (SMMEs), promotion of formalisation, and facilitation of inclusive economic participation. Public-private partnerships and inter-agency collaboration have become increasingly important mechanisms for advancing these objectives and for strengthening regulatory effectiveness.

8.1.2 Economic Analysis

South Africa's economic recovery remains constrained by structural challenges, including high unemployment, energy instability, inflationary pressures, and modest economic growth. These conditions directly affect business formation, sustainability, and compliance behaviour. Periods of economic stress are typically associated with increased business churn, non-compliance, and heightened demand for regulatory services related to company registration, amendments, deregistration, and business rescue.

At the same time, regional and continental integration initiatives, particularly under the African Continental Free Trade Area (AfCFTA), present opportunities for cross-border trade, investment, and innovation. The CIPC operates at the frontline of economic formalisation, with trends in company and intellectual property registrations serving as real-time indicators of business confidence and economic pressure.

The evolving economic environment positions the CIPC not only as a service provider, but also as a critical source of economic and compliance intelligence. This increases the strategic importance of the accuracy, reliability, and accessibility of the CIPC's registers for policymakers, financial institutions, investors, and enforcement agencies.

8.1.3 Social Analysis

South Africa continues to face deep-seated social challenges, including inequality, youth unemployment, and uneven access to economic opportunities. These challenges were exacerbated by the Covid-19 pandemic and remain central to the national development agenda. For the CIPC, these dynamics underscore the importance of lowering barriers to entry into the formal economy and ensuring that regulatory services are accessible, inclusive, and responsive to diverse user needs.

Demand for digital, transparent, and customer-centric services has increased significantly. Entrepreneurs and businesses now expect efficient, mobile-enabled, and user-friendly regulatory interactions. At the same time, disparities in digital access and literacy persist, particularly in rural and underserved communities. The CIPC, therefore, faces a dual imperative: to continue advancing digital service delivery while ensuring that assisted access and outreach mechanisms remain effective.

These social dynamics highlight the strategic importance of education, awareness, and stakeholder engagement initiatives aimed at improving voluntary compliance, data accuracy, and trust in the regulatory system.

8.1.4 Technological Analysis

Rapid technological advancement and the acceleration of digital transformation have fundamentally altered the regulatory landscape. Technologies associated with the Fourth Industrial Revolution, including automation, data analytics, artificial intelligence, and cloud computing, have become core enablers of regulatory effectiveness rather than support functions.

The CIPC has made measurable progress in digitising high-volume services and reducing turnaround times through online platforms. However, automation remains uneven, particularly in complex regulatory processes such as investigations, enforcement, and certain intellectual property services. As service volumes and data complexity increase, system stability, cybersecurity, and data integrity have become mission-critical risks.

The external technological environment, therefore, places growing pressure on the CIPC to operate as a data-driven, digitally resilient regulator capable of scaling services, anticipating risk, and supporting intelligence-led compliance and enforcement.

8.1.5 Environmental Analysis

Climate change, environmental sustainability, and the transition to a green economy are increasingly shaping regulatory expectations across the public sector. Businesses are facing growing requirements related to environmental responsibility, sustainability reporting, and ESG disclosures.

For the CIPC, these trends expand the scope and complexity of regulatory data managed by the Commission, particularly in relation to corporate transparency and non-financial disclosures. At the same time, the CIPC's own digitisation efforts contribute to national sustainability objectives by reducing paper-based processes and supporting more environmentally responsible regulatory practices.

As sustainability considerations become further embedded in corporate governance frameworks, the CIPC's role as a custodian of corporate information and disclosures continues to grow in strategic importance.

8.1.6 Legal Analysis

The legal and regulatory environment affecting the CIPC is undergoing significant reform. Amendments to company and intellectual property legislation have expanded disclosure requirements, strengthened accountability, and increased the regulatory responsibilities of the Commission. These reforms are aimed at enhancing transparency, improving governance, and aligning South Africa with international standards.

However, the pace and sequencing of legislative change introduce operational complexity. The CIPC must often prepare systems, skills, and processes in anticipation of legal reforms that are not yet fully enacted. This creates risks of stranded capacity, parallel operating models, and increased administrative burden.

In this context, active engagement with policy and legislative stakeholders, phased implementation planning, and adaptive capability development are essential to ensuring that the CIPC can effectively absorb expanded mandates without compromising service delivery or regulatory credibility.

8.2 Internal Environment Analysis

The internal environment analysis assesses the extent to which the CIPC's organisational structures, governance arrangements, systems, processes, and human capital are aligned to its statutory mandate and strategic objectives. As the external environment becomes more demanding, institutional readiness and execution capability have become decisive factors in the CIPC's ability to deliver on its mandate.

8.2.1 Organisational Design

The CIPC is implementing an Organisational Design (OD) initiative aimed at aligning structures, roles, and capabilities with current and future strategic priorities. This initiative is intended to address longstanding capacity constraints, improve organisational agility, and support a transition toward a more intelligence-led and enforcement-capable regulatory model.

While progress has been made in developing an OD roadmap and identifying capability gaps, implementation remains ongoing. A key risk identified is that structural changes may address immediate operational pressures without sufficiently enabling the CIPC's longer-term transformation and Vision 2030 aspirations.

Human resource constraints, particularly shortages of specialist skills in ICT, compliance, enforcement, and intellectual property, continue to affect service delivery performance. Staff turnover, retirements, and high workloads place additional pressure on remaining personnel, increasing the risk of burnout and operational bottlenecks.

To mitigate these constraints, the CIPC has implemented interim measures, including staff reallocation, engagement of external service providers, and internship programmes to build future talent pipelines. While these measures have supported continuity of operations, sustainable resolution requires full implementation of the OD initiative and targeted capability investment.

8.2.2 Governance

Effective governance, leadership alignment, and organisational culture are foundational to the CIPC's strategic success. Challenges identified include fragmented internal communication, limited cascading of strategic objectives into day-to-day operations, and uncertainty arising from evolving legislative mandates.

In response, initiatives aimed at strengthening strategic communication, leadership development, and mentorship have been proposed to reinforce accountability and alignment across the organisation. As regulatory scrutiny intensifies, governance must function not only as a control mechanism but as a strategic enabler of credibility, trust, and performance.

8.2.3 Policies & Compliance

The CIPC has adapted its policies to reflect new ways of working, including the implementation of a work-from-home model. While this has improved flexibility and productivity for many staff, it has also introduced new demands in relation to communication, management oversight, and employee wellness.

Health, safety, and environmental considerations remain integral to the CIPC's institutional mandate. The amended occupational health and safety framework emphasises the creation of a positive safety culture, improved working environments, and continuous performance monitoring to support staff wellbeing and organisational resilience.

8.2.4 Strategic Modernisation and Digitalisation

The automation and digitisation of CIPC processes have delivered tangible benefits in efficiency, cost reduction, and service accessibility. Approximately forty percent of processes have been automated, with prioritisation of high-volume services. However, management has identified the need to accelerate digitalisation while ensuring stronger alignment between business and ICT functions.

Beyond efficiency gains, the data generated through automated processes presents a strategic opportunity to develop new services, enhance decision-making, and support intelligence-led regulation. This requires deliberate investment in business intelligence, data governance, and advanced analytics, as well as preparation for longer-term initiatives involving artificial intelligence and blockchain technologies.

To fully realise these benefits, standard operating procedures must be updated to reflect digital ways of working, ensure process integration, and support effective collaboration across the organisation.

8.2.5 Reputation Building

Reputation management has become a strategic priority for the CIPC in an environment of heightened public scrutiny and transparency expectations. The CIPC actively engages with media and monitors coverage to manage reputational risk, track sentiment, and identify emerging issues requiring pre-emptive intervention.

Proactive communication of milestones, service improvements, and regulatory positions contributes to public understanding and trust. However, sustained credibility depends on consistent service performance, data integrity, and visible regulatory effectiveness. Reputation therefore operates as both an outcome of institutional performance and a lever for influencing compliance behaviour.

8.2.6 Human Capital Matters

Human capital remains a critical enabler of the CIPC's strategic trajectory. The transition toward greater automation and digitalisation is reshaping skill requirements and creating both opportunities and redundancies. Succession planning, reskilling, and mindset shifts are therefore essential to maintaining future relevance.

The work-from-home model has improved flexibility and responsiveness but has also reduced informal interaction, with potential implications for creativity and collaboration. A hybrid approach is being explored to balance productivity, employee wellbeing, and cultural cohesion.

To support its Vision 2030 aspirations, the CIPC must foster a culture of innovation, adaptability, continuous learning, and ethical conduct. Agile operating models and targeted cultural initiatives are required to strengthen collaboration, encourage experimentation, and embed customer-centricity across the organisation..

Part C: Measuring Our Performance

9. Institutional Performance Information

9.1 Measuring Impact

Impact Statement	A well-regulated business and intellectual property landscape, attracting investment, fostering innovation, and driving inclusive economic growth, entrepreneurship and job creation
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9.2 Measuring Outcomes

Performance information

Focus Area #1: Building the required competencies and capabilities to become **a world-class modern regulator** that is fit-for-purpose, agile, adaptive, relevant, and ahead of the curve building the capacity of the state and reducing red tape and making a strategic contribution towards to industrial resilience and competitiveness.

Table C. 1: Focus Area #1 – World Class, Modern Regulator Performance Table

MTDP Priority	Industrial Policy Priority	dtic Strategic Outcome/Blue Sky	CIPC Outcome	Outcome Indicator	Baseline	Five-year target (2029/30)	Responsibility
Job creation	Diversification	Job creation	Sustainable job creation, full implementation of experimental learning project via SSE towards improved Organisational Competencies and Capabilities for the MTDP, the dtic and CIPC Vision2030 Strategy	Number of new jobs created	0	20	EM: I&C EM: CS
Work experience		Workforce Readiness & Skills for the Economy: Coordinated internship system with ring-fenced funding programs i.e. internship, and apprentices to increase practical work experience	Enhanced workplace readiness and skills for the economy through the CIPC internship programme and reskilling of current employees to align to the MTDP, the dtic Strategy and CIPC Vision 2030 strategy (improved organisational competencies and capabilities)	Number of interns that have undergone the work-place readiness programme	50	100 interns per financial year	Executive Manager (EM): Corporate Services (CS)
				Percentage of employees capacitated with critical	<ul style="list-style-type: none"> Introduction Data (91) 	80%	EM: CS

MTDP Priority	Industrial Policy Priority	dtic Strategic Outcome/Blue Sky	CIPC Outcome	Outcome Indicator	Baseline	Five-year target (2029/30)	Responsibility
				competencies identified in the Vision 2030 Strategy	<ul style="list-style-type: none"> Data Governance (91) Financial Analysis (20) 		
Capable, ethical and developmental state	Digitalisation	Red Tape Reduction: <ul style="list-style-type: none"> Enhancing accessibility, transparency, and ease of use 	Enhanced accessibility and ease of use of CIPC platforms increasing stakeholder satisfaction and collaboration with the CIPC	Out of 10 customer and stakeholder score	8	9	Chief Strategy Executive (CSE)
		Red Tape Reduction: Enhancing accessibility, transparency, and ease of use	Improved transparency of the CIPC service delivery processes and timeframes to show our commitment to service delivery efficiency and customer centricity. (Also aligning to Batho Pele framework)	Publish service delivery standards Publish reports on percentage of transactions within SDS	Annual publication of service delivery turnaround time/SLA Quarterly publication of CIPC performance on meeting the publicised service delivery turnaround time (SLA)	Annual publication of SDS Quarterly publication of SDS report	CSE

Explanation of Planned Performance over the Five-Year Planning Period

Focus Area #1: This focus area is directed at strengthening the CIPC's institutional capability to function as a world-class, modern regulator that is fit-for-purpose, agile, adaptive, and forward-looking. Central to this objective is the deliberate development of organisational competencies, systems, and governance arrangements that enable the CIPC to contribute meaningfully to state capacity, red-tape reduction, and South Africa's industrial resilience and competitiveness.

The CIPC recognises that regulatory effectiveness is increasingly determined by institutional capability rather than statutory authority alone. As regulatory mandates expand and expectations for transparency, speed, and predictability intensify, the CIPC must continuously evolve its operating model, skills base, and internal culture to remain relevant and ahead of the curve.

A. Organisation Design, Skills Audit and Capacity Building

Over the five-year planning period, the CIPC will implement a comprehensive organisational design and capability-building programme to ensure alignment between its mandate, Vision 2030 objectives, and execution capacity. This includes a structured review of the operating model, organisational structure, role clarity, workflows, and capability distribution across the organisation.

The organisational design initiative is not intended as a once-off structural exercise, but as a foundational enabler of long-term regulatory effectiveness. It is designed to ensure that the CIPC can respond to current regulatory demands while positioning itself to anticipate future shifts in the business, governance, and intellectual property environment.

In parallel, the CIPC will implement a coordinated skills audit, upskilling, and reskilling programme focused on critical competencies required for a modern regulator. These include digital literacy, data governance, financial and regulatory analysis, and emerging regulatory capabilities aligned to Vision 2030. The emphasis is on building a sustainable internal skills pipeline that reduces reliance on external capacity while strengthening institutional resilience.

B. Workforce Readiness

To support broader state capacity and workforce readiness objectives, the CIPC will expand structured internship and experiential learning programmes, supported by ring-fenced funding. These programmes are designed to provide meaningful workplace exposure, build practical regulatory and technical skills, and contribute to sustainable job creation.

In addition to developing future talent, these initiatives support internal capability transfer, succession planning, and organisational renewal. The integration of internships and apprenticeships into core business areas ensures that learning is embedded within operational delivery rather than treated as a peripheral activity.

C. Policies, processes, and systems

A modern regulator requires a coherent and aligned internal control environment. The CIPC will continue strengthening its policy framework to guide ethical conduct, decision-making, accountability, and risk management. These policies provide the institutional guardrails that enable agility while maintaining compliance and governance integrity.

Business processes will be continuously reviewed and optimised to eliminate inefficiencies, reduce duplication, and improve end-to-end service delivery. Process simplification and standardisation are critical to ensuring consistency, reliability, and scalability, while also enabling effective knowledge transfer and continuous improvement.

Modernised ICT systems underpin this transformation. The CIPC’s investment in digital platforms, automation, and secure data infrastructure supports efficient internal operations, enhanced collaboration, improved customer access, and strengthened cybersecurity. Alignment between policies, processes, and systems ensures that technology serves as a strategic enabler rather than an operational constraint.

D. Customer Satisfaction

Customer and stakeholder satisfaction is a key indicator of regulatory effectiveness. The CIPC will systematically measure satisfaction levels to assess whether service delivery improvements translate into real value for businesses and citizens. These insights will inform continuous improvement initiatives aimed at enhancing accessibility, clarity, and predictability of regulatory services.

Transparency is reinforced through the publication of service delivery standards and regular reporting on performance against these standards. This approach demonstrates accountability, reinforces a customer-centric culture, and aligns with Batho Pele principles by making service commitments visible and measurable

E. Collaboration

The CIPC recognises that regulatory excellence cannot be achieved in isolation. Strategic collaboration with international organisations, regional counterparts, government entities, and the private sector is essential to leverage shared knowledge, harmonise regulatory approaches, and maximise impact.

International engagement enables alignment with global best practices and standards. Regional collaboration strengthens cross-border regulatory coherence and supports continental integration. Domestically, coordination with government institutions reduces duplication, streamlines processes, and improves service delivery. Engagement with the private sector supports innovation, compliance, and economic growth.

Through structured collaboration, the CIPC amplifies its regulatory effectiveness while contributing to a more integrated and competitive economic ecosystem.

Focus Area #2: Ease of doing business in SA (Short Description)

Performance Information

Focus Area #2: This focus area is aimed at reducing the regulatory and administrative burden faced by companies and intellectual property owners by creating simplicity, flexibility, and predictability across the business lifecycle. By streamlining the formation, maintenance, and compliance processes for companies, and strengthening IP protection services, the CIPC contributes directly to enterprise efficiency, sustainability, and growth.

Ease of doing business is both a regulatory outcome and an economic enabler. The CIPC’s role is to ensure that compliance processes facilitate participation in the formal economy rather than acting as barriers to entry or growth.

Table C. 2: Focus Area #2 – Ease of doing business Performance Table

MTDP – Ten Point Plan – the dtic	Industrial Policy Priority	dtic Strategic Outcome/Blue Sky	Outcome	Outcome Indicator	Baseline	Five-year target (2029/30)	Responsibility
Red Tape Reduction)		Red Tape Reduction: <ul style="list-style-type: none"> Enhancing accessibility, transparency, and ease of use Streamlined operations to reduce costs, turnaround times and the overall effectiveness of service delivery 	Enhanced CIPC service delivery and operational efficiency, through optimisation of process, therefore reducing turnaround times	Number of ICT systems modernised (migrated to modern platforms) to increase confidence in the accuracy and security of CIPC information,	Migration to K2 and IPAS underway	100% ICT systems modernised (migrated to modern platforms) to increase confidence in the accuracy and security of CIPC information	EM: Business Information System Group (BISG)
				Percentage of processes automated	37% automated (excluding internally focused processes)	100% of processes automated	EM: BISG
				Percentage of transaction processed in SDS	90%	90%	EM: I&C EM: BRR
				Average turnaround time (across all CIPC services)	See Annexure A – Key services and turnaround times	See Annexure A – Key services and turnaround times	EM: I&C EM: BRR
				80% of invoices paid within 20 days	To be determined	95%	EM: I&C EM: BRR

MTDP – Ten Point Plan – the dtic	Industrial Policy Priority	dtic Strategic Outcome/Blue Sky	Outcome	Outcome Indicator	Baseline	Five-year target (2029/30)	Responsibility
SMME Support	Diversification	Transformation	Businesses (and potential business owners) and innovators supported	Percentage of B-BBEE compliant suppliers (procurement above R 30000 and SA based companies)	100 %	100% of suppliers that are BBEE Compliant	Chief Financial Officer
				Percentage of invoices paid within 20 days	81%	90% of invoices paid within 20 days	Chief Financial Officer
		Red Tape Reduction: <ul style="list-style-type: none"> Enhancing accessibility, transparency, and ease of use 	Increased and equitable access to CIPC services through a digitalized platforms for all business stakeholders	Number of partners onboarded to the on-stop-shop (BizPortal platform) to provide a digitised service for various business applications such as registering a Company, applying for a back account, applying for UIF/Compensation fund, for a tax number etc	9 partners (Incl. Banks, SARS & UIF)	5 additional partners onboarded	EM: CS

Explanation of Planned Performance over the Five-Year Planning Period

Guided by the foundational principles of Vision 2030, the CIPC is committed to creating a modern regulatory environment that fosters business growth and innovation. The proactive reduction of turnaround times and the introduction of 24/7 access to services are crucial initiatives designed to simplify regulatory processes for companies and IP owners. By removing unnecessary delays and providing round-the-clock access, the CIPC is effectively dismantling barriers that have historically hindered compliance.

These enhancements empower businesses to allocate more resources toward strategic initiatives rather than navigating complex regulatory requirements. As a result, companies can operate more efficiently, which fosters a culture of innovation and responsiveness in the market.

Furthermore, by creating a more streamlined and accessible regulatory framework, South Africa enhances its attractiveness as a destination for both local and foreign investment. This commitment to operational efficiency not only promotes economic growth but also strengthens the nation's global competitiveness. Ultimately, the CIPC's initiatives embody its mission to support a thriving business environment, ensuring that both businesses and consumers benefit from a regulatory landscape that prioritises clarity, efficiency, and trust.

A. Digitalisation, Automation and Turnaround Time Reduction

Over the five-year period, the CIPC will complete the modernisation of its ICT environment and automate all eligible business processes. This transformation reduces manual intervention, improves data accuracy and security, and enables consistent application of service delivery standards.

The emphasis on automation and platform modernisation supports faster turnaround times, improved reliability, and increased confidence in CIPC information. Achieving full compliance with service delivery standards across all services reinforces predictability and trust in the regulatory system.

B. SMME Support and Supplier Compliance

Supporting SMMEs remains central to the ease-of-doing-business agenda. The CIPC's procurement and payment practices will reinforce transformation objectives by ensuring full compliance with B-BBEE requirements and improving payment timelines to suppliers.

These measures strengthen supplier sustainability, support inclusive economic participation, and reinforce the CIPC's role as a responsible public institution within the broader economic ecosystem.

C. Expanded Access Through Partnerships

The expansion of digital access through partnerships, including the BizPortal platform, enhances equitable access to regulatory services. By integrating multiple business services into a single entry point, the CIPC reduces complexity, improves user experience, and lowers the cost of compliance for businesses.

These partnerships extend the reach of CIPC services, particularly to first-time business owners and small enterprises, reinforcing formalisation and economic participation.

Focus Area #3: Investor confidence in SA businesses and innovations (Short Description)

Performance Information

Focus Area #3: This focus area is directed at strengthening investor confidence through consistent implementation and enforcement of company and intellectual property laws. A predictable, transparent, and credible regulatory environment is essential to attracting investment, supporting innovation, and enabling sustainable business growth.

The CIPC’s regulatory role extends beyond registration and administration to safeguarding the integrity of corporate and IP systems that underpin market confidence.

Table C. 3: Focus Area #3 - Performance Table

MTDP – Ten Point Plan – the <i>dtic</i>	Industrial Policy Priority	dtic Strategic Outcome/Blue Sky	Outcome	Outcome Indicator	Baseline	Five-year target (2029/30)	Responsibility
Capable, Ethical & Developmental State	Diversification	Illicit Trade: Training of law enforcement on investigation and prosecution of illicit good importers	Building a capable state by to facilitate effective enforcement capacity	Number of capacity building initiatives conducted with LEAs	40	40	EM: I&C EM: BRR
	Diversification	Industrial Parks Impact: Competitive & compliant industrial parks for development of local industries	Collaboration with businesses (industrial parks) based on mutual commitments	Number of partnerships with industrial parks on access to the CIPC services and automation infrastructure	• 0	12 (3 per year)	EM: BRR EM: I&C EM: CS
Capable, Ethical & Developmental State			Improved business integrity and compliance culture through public disclosure	Percentage of reviewed and confirmed as accurate and compliant with legislative Requirements	To be determined	90%	EM: BRR
Capable, Ethical & Developmental State			Reputable, Proactive Regulation	Percentage of targeted inspections conducted in line with the annual enforcement plan.	New Indicator	100%	EM: BRR

MTDP – Ten Point Plan – the dtic	Industrial Policy Priority	dtic Strategic Outcome/Blue Sky	Outcome	Outcome Indicator	Baseline	Five-year target (2029/30)	Responsibility
Capable, Ethical & Developmental State	Diversification	Capable State	Improved State capacity for patent regulation and integrity	The stage of Substantive Search Examination implementation	Patent examiners training underway Employment of permanent patent examiners	Substantive Search Examination implementation	EM: I&C
		Transformation	Businesses (and potential business owners) and innovators supported	List of Programmes to support businesses (and potential business owners) and IP creators and owners supported.	Programmes in place: 1. Webinar information sessions in collaboration with SEDA and others 2. IP for SMMEs 3. Inventor Assistance Programme (Reduce filing costs)	Programmes to support business and innovators in place.	EM: BRR EM: I&C
				Number of beneficiaries supported to by the Inventor Assistance Programme annually	To be determined	100	EM: I&C

Explanation of Planned Performance over the Five-Year Planning Period

Enforcement Capability and Compliance Culture

The CIPC will strengthen compliance surveillance and enforcement capabilities through targeted inspections, structured enforcement planning, and capacity-building initiatives with law-enforcement agencies. These efforts enhance regulatory deterrence, reduce illicit activity, and reinforce a culture of compliance.

Public disclosure and confirmation of compliance outcomes contribute to transparency and accountability, reinforcing trust in the regulatory system and reducing information asymmetry for investors and stakeholders.

Industrial Parks and Ecosystem Partnerships

Collaboration with industrial parks and businesses strengthens regulatory accessibility and supports local industrial development. These partnerships enable tailored service delivery, automation support, and improved compliance outcomes within strategic economic zones.

By embedding regulatory services within industrial ecosystems, the CIPC supports competitiveness, job creation, and sustainable industrial growth.

Focus Area #4: Supported third party decision-making (Short Description)

Performance Information

Focus Area #4: Support third party decision making by leveraging knowledge assets and networks, extracted maximum value for the CIPC and its customers.

Table C. 4: Focus Area #4 - Performance Table

MTDP / 10 Point Plan/ Industrial Policy	Industrial Policy Priority	dtic Strategic Outcome/Blue Sky	Outcome	Outcome Indicator	Baseline	Five-year target (2029/30)	Responsibility
Capable, Ethical & Developmental State	Digitalisation	Capable State	Secure CIPC applications and data	Percentage decrease in cyber security breaches	To be determined	99%	EM: BISG EM: I&C
			A controlled environment for information, with improved access control to CIPC systems by third parties	Percentage of third-party access secured	To be determined	99%	EM: BISG
			Enhanced decision-making capabilities through access to comprehensive and timely shared data and facilitated establishment of strategic partnerships through the secure and collaborative sharing of relevant data	Percentage of economic data sets included in the annual return for data analysis	New Indicator	100%	EM: BISG
				Number of government entities integrated into the central data system for synergy.	To be determined	10	EM: BISG CFO
				Number of commercial data products developed to monetise anonymised business data.	To be determined	5	EM: BISG CFO

Explanation of Planned Performance over the Five-Year Planning Period

Intellectual Property Capability and Integrity

The implementation of substantive search and examination represents a critical shift toward quality-driven IP regulation. By strengthening examination capacity and employing permanent patent examiners, the CIPC enhances the credibility of granted IP rights and reduces downstream litigation risk.

Business and Innovator Support

Targeted programmes supporting businesses and innovators improve awareness, reduce compliance costs, and expand access to IP protection. These initiatives ensure that regulatory services translate into tangible economic and innovation outcomes rather than remaining purely administrative.

Data Integration and State Capacity

Enhancing data collection through expanded annual return datasets enables integration with **the dtic** group at large and broader state platforms. A unified data environment supports evidence-based policymaking, investment decision-making, and coordinated economic interventions across government.

9.3 Rationale for the Choice of Outcome Indicators relevant to respective Outcomes.

The selected outcome indicators are carefully chosen to monitor progress across CIPC's core strategic objectives. These indicators offer measurable insights into the CIPC's transformation into a modern, data-driven, and customer-centric regulatory body. Each indicator is tailored to assess CIPC's efficacy in achieving secure, reliable, and collaborative outcomes, positioning it as a trusted partner in fostering a conducive business environment.

9.4 Explanation of Enablers to Achieve Five-year Targets

The CIPC is investing in ICT infrastructure to capture the gains from increased automation in the form of increased speed of transacting with the CIPC, including compliance activities such as filling Annual Financial Statements and Annual Returns. Through collaboration and partnerships, the CIPC utilises existing resources and platforms of strategic partners to deliver its products and services.

The Commissioner monitors the implementation of the CIPC Business Plan on a quarterly basis. Through quarterly and annual reporting and reviews, the implementation of the Strategic Plan is monitored.

10. Key Risks

The CIPC's Vision 2030 identifies several key risks and mitigation strategies to achieve a resilient, modern, and well-governed organisation. Organisational culture and performance risks include inconsistent performance management, ineffective leadership, and limited communication on organisational strategy. To address these, the CIPC plans to implement consequence management, realign performance systems with strategic goals, and improve knowledge sharing through an intranet-based platform. Table 2 depicts the full risk register for the CIPC. The risk register is supported by the risk matrix presented in Table 1, which defines the risk ratings and corresponding colour classifications used in the assessment of risks

RISK MATRIX	
Catastrophic	19-25
High Risk	12 - 18.9
Moderate	7-11.9
Low Risk	1-6.9

In terms of service delivery and access, the CIPC faces risks such as underutilisation of financial resources, limited access to services, dependency on ministerial approvals, and inadequate integration for small business support. Mitigation strategies involve adjusting budgets as necessary, expanding awareness campaigns, and enhancing customer interaction through e-services and mobile applications.

The CIPC also encounters risks related to ICT and cybersecurity, including dependency on legacy systems, cyber threats, unauthorised access, and inadequate ICT agility. To mitigate these, The CIPC intends to modernise ICT systems, strengthen cybersecurity, and enhance infrastructure through planned migrations and secure data management.

Structural and governance risks include role conflicts within the organisational structure and inadequate ministerial oversight. CIPC plans to address these through updated governance frameworks and phased organisational design projects.

The organisation also faces challenges in legislative and regulatory compliance, such as delays in legislation, reliance on external law enforcement, and inconsistent enforcement of IP regulations. The CIPC aims to mitigate these issues by facilitating internal capacity-building, establishing MoUs with law enforcement, and providing training on IP enforcement.

Strategic risks related to AI integration are present, with challenges such as rapid AI adoption, skill gaps, and IP concerns due to AI-driven content creation. The CIPC's mitigation approach includes conducting environmental scanning, identifying skill gaps, and engaging with stakeholders to address AI-related IP concerns.

Business regulation and customer satisfaction risks are also noted, including customer dissatisfaction due to manual processes and limited awareness of CIPC services. To counteract these risks, The CIPC plans to automate manual processes, improve accessibility on digital platforms, and build stakeholder relationships to maintain a reputable regulatory environment.

Finally, supply chain and business continuity risks include complex supply chain management, insufficient continuity planning, and ineffective quality management. The CIPC's approach to mitigating these issues involves enhancing supply chain efficiencies, validating continuity plans, and implementing quality management initiatives. These measures collectively aim to ensure the CIPC is aligned with future service delivery and regulatory requirements as part of its Vision 2030.

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
Reduce regulatory administrative burden	Customer dissatisfaction with services offered from various functions organisation-wide	Manual processes in some areas and non-adaptability to changing customer preferences for service offerings	4	16	<ul style="list-style-type: none"> - Automated Business tools (email, website, query resolution system, mobile) - Call centre - Annual Returns (AR) deregistration 'Automation of the following functions: - Voluntary de-registration - Implemented - BO Optimisation - Implemented - Invoicing System Enhancement - Implemented - Continuous monitoring and reporting on the status of identified priority automation Projects. 	4	12	<ul style="list-style-type: none"> - Systems change processes for prioritized and identified areas with manual processes -Development/ Implementation of a Qesry Resolution System - Continuous monitoring and reporting on the status of identified priority automation Projects Automation of the following functions: - Document Dispatch - Delayed (reprioritisation) - Business Rescue Phase 3 -Mobile App and Chatbot - deployed in beta version. Review and 	31/03/2027	EM: BI & Systems EM: BRR

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
								enhancement in progress -Director Amendments - On-going		
		Lack of awareness of CIPC services, channels and know-how by the customer			<ul style="list-style-type: none"> - Website - Education and awareness initiatives (e.g. campaigns and workshops) - Marketing collateral (e.g. brochures) - Social media - Partnerships with other role players (e.g. Seda, the dtic, WIPO) - Ongoing utilisation of technology to build awareness where accessible. 			<ul style="list-style-type: none"> - Review media strategy (digital, broadcast, print) - Optimise Information presentation on website (simple, accessible and easy to use) - Build and maintain relationships with other role players and stakeholders 	30/06/2026	CSE
		Nature of Supply Chain Management processes. SCM is highly legislated, implementation is			<ul style="list-style-type: none"> - SCM policy - Delegation of authority - Anti-fraud and corruption plan - Supply-chain governance committees 			<ul style="list-style-type: none"> - To introduce SCM measures of performance e.g. SCM process turnaround times 	30/04/2026	CFO

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date
		confined by the applicable legislation								
		Inadequate business continuity planning and execution			<ul style="list-style-type: none"> - Integrated Disaster management and Business continuity plans - CIPC emergency and Crisis response Plan - CIPC Information continuity and recovery standard, strategy and plan - Business impact assessment - Enterprise backup and restore management solution - Ongoing plan exercises and data restore tests - SLA for off-site backup archiving and retrieval - Enterprise robotics tape library solution (updated) -Enhanced Information Continuity Plan -Deployed Veeam Backup and Replication backup platform was verified. -Comprehensive restore tests of Veeam backups 			<ul style="list-style-type: none"> - Validate ICT continuity plans and emergency response readiness through integrated exercises and system recovery tests. <p>The ICT Plan was also alignment with the draft CIPC Business Continuity / Emergency Plans.</p> <ul style="list-style-type: none"> -An enterprise-wide BIA process - Conduct Integrated exercises - Veeam recovery roll-out phase. -Implementation of the Veeam fail-over recovery 	31/07/2026	EM: BI & Systems and DM GRC

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer
								<ul style="list-style-type: none"> environment to enable on/offsite recovery simulations. - Troubleshooting reports for unsuccessful recovery and restore testing - An integrated BCM Programme and BCP Framework implementaion - Review and enhance Information continuity and recovery Plan and emergency response arrangements. - Migrate to a Premium backup management solution to significantly enhance recovery capabilities - Review and update of the 		

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
				4			3	BCM programme/ plan - Resourcing of the Corporate business continuity function		
		Ineffective quality management			Ongoing quality management initiatives			Review CIPC operating model -Development of Quality management plan and strategy	431/05/2026	CSE
		CONSEQUENCE/S OF THE RISK	Impact			Impact		Agreed action plan	Indicative date	Assurer/ Implementer
		Customer stakeholder complaints /	4		Customer communication, education and awareness initiatives (including media campaign)	3		Continuous SMME training and reporting on IP services	Ongoing	EM: I & C

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
		Impaired organisational performance and service delivery		20	- Consequence management (performance) - Monthly joint Exco and Manco strategy sessions		20	Continuous monitoring and reporting on organisational strategy and operational performance.	Ongoing	CSE
		Reputational harm			- Customer survey - Crisis communications - Media monitoring and management - Limited research to gather IP data.			Review and updated crisis communication plan		CSE
		Fraud, waste and abuse of financial resources			- Finance policies - Irregular expenditure monitoring - Fruitless, wasteful expenditure monitoring - Anti-fraud and corruption plan			The review of policies to manage the risk of fraud and corruption is in progress.	Ongoing	CFO and DM: GRC
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
Likelihood	Rating	Likelihood	Rating	Agreed action plan		Indicative date	Assurer/ Implementer			
Build competencies and capabilities to become a world class and modern regulator	Cybersecurity threats	Inadequate cybersecurity oversight	5	20	Information security committee	5	20	To review extend terms of reference of the Information Security Committee as well as include business stakeholders to enhance	Ongoing	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
								oversight reach and scope of oversight.		
		Ineffective implementation of cybersecurity policies and management frameworks			Cybersecurity policy			Budget and HR capacity needs need to be addressed to enhance implementation of cybersecurity policies.	31/03/2026	EM: BI & Systems
		Unauthorised access to systems			<ul style="list-style-type: none"> - Security, network and infrastructure policies and procedures - Information security management system (policies and procedures) - Data disclosure strategy 			<ul style="list-style-type: none"> - Implementation of business process driven application development model - Complete legacy migration to oracle: Pilot phase with Oracle Golden Gate (keep Oracle and Informix in sync) - EPMO-77 - Informix Migration (Planned for Q3 2024/2025) - EPMO-74 - Managed 	31/03/2027	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
								Information Security Services (Planned for Q3-Q4 2024/2025)		
		Inability to prevent, detect and respond to cyber-security threats			<ul style="list-style-type: none"> - Info Continuity and Recovery Plan - CIPC Emergency Response Plan - Review and continuous improvement of physical and logical access protocols - Vulnerability assessments - Data and server backups - Periodic penetration testing - Conduct social engineering test/ audit - Existing cyber-security solutions are continuously reviewed and identified improvements are implemented. 			<ul style="list-style-type: none"> - Upgrading of Cortex Extended Detection and Response (XDR) implementation to all CIPC endpoints; - Replacement of the existing firewall to the Next Generation Firewall (NGFW) in progress. - Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP) - Managed Information Security Services (MISS) tender was advertised (Q4 23/24) 	31/03/2027	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
				4			4	- BAC process conclusion		
		Poor organisational cybersecurity culture			Policy and procedure awareness supplemented by email distribution of relevant content.			The organisation will implement automated awareness and announcements to users, that includes summative assessment tools.	31/03/2027	EM: BI & Systems
		CONSEQUENCE/S OF THE RISK	Impact			Impact		Agreed action plan	Indicative date	Assurer/ Implementer
		Impaired organisational performance and service delivery	4		Consequence management (performance)	4		None proposed		EM: BI & Systems
		Customer stakeholder complaints /			- Trouble-shooting - Customer communication, education and awareness initiatives (including media campaign)			Ongoing ICT security education and awareness campaigns	ongoing	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
		Litigation		High	Legal support		High	None proposed		EM: BI & Systems
		Revenue loss			Service delivery channels (physical and digital) - Application Programming Interface (API)			- Develop a plan to commercialise data sharing to non-public sector partners at pre defined cost in progress.	31/03/2027	EM: BI & Systems
		Unreliable and/or unavailable data systems			- Data policies, processes, procedures and conventions - Data validation techniques - Third party verification system - Automated integrity checks - Performance monitoring and alerts configured on critical systems as early warning detection.			None proposed		EM: BI & Systems
		Data breach and data loss			- Integration of various business systems through e- channels (digital) - Prioritised application systems rollout strategy and plan implementation			Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP) implementation	30/06/2026	Exec: BI & Systems
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
Build competencies and capabilities to become a world class and modern regulator	Non-availability and non-accessibility of ICT services	Lack of alignment between business expectation and technology support capacity from inadequate infrastructure	5	20	ICT strategic plan included in organisational business plan - ITSM - Project prioritisation Framework	5	15	- Prioritisation Framework	31/03/2027	EM: BI & Systems
		Lack of clear identification of business requirements			- BISG high-level processes - Project prioritisation forum - Change control procedures			"- Implementation of the prioritised projects and ongoing project management and reporting - Enterprise Architecture implementation to promote CIPC-wide common controls across apps, systems and services - Business requirements process: all Functional Specs for prioritised projects to be signed off by business owners	31/03/2027	EM: BI & Systems
		Lack of agile ICT services			Continuous ICT improvement and review -EPMO-74 - Managed			Ongoing Implementation of ICT project in		EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
					Information Security Services is operational for 24/7/365			line with the project plan		
		Service provider dependency			- SLA management - Skills transfer (into CIPC)			Staff retention model and succession plan in line with outcomes of OD project -Filling of key ICT positions	31/03/2027	EM:CS
		Legacy systems			- Integration of various business systems through e- channels (digital) - Prioritised application systems rollout strategy and planned implementation -Implemented SentinelOne Extended Detection and Response (XDR) - Impmeneted Next Generation Firewalls - Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP) - Managed Information Security Services (MISS) fully operational			- Business process driven application development model using the K2 development framework - Implementation of Prospectus, and Business Rescue Phase 3	31/03/2027	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer	
		Inadequate data integrity			<ul style="list-style-type: none"> - Data policies, processes, procedures and conventions - Data validation techniques - Third party verification system - Automated integrity checks - Security, network and infrastructure policies and procedures - Data Disclosure Strategy - Implementation of business rules in applications - Digitisation of records - Automation of dematerialised data and records 			<ul style="list-style-type: none"> - Continuous improvement of automated integrity checks - Finalise technology migration and configure new testing production and pre-production environments - Implementation of Data Management Solution -Third party verification system - Definition and implementation of Third party verification standards, processes and procedures - Automated integrity checks - Procurement of data management solution in progress 			EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
								-Implementation of business rules in applications - ongoing system development lifecycle processes (FRS) - Digitisation of records - Automation of dematerialised data and records - Finalise technology migration and configure new testing production and pre-production environments - dependent on Cloud Migration strategy to finalise infrastructure environment		
		CONSEQUENCE/S OF THE RISK	Impact			Impact		Agreed action plan	Indicative date	Assurer/ Implementer
		Impaired organisational performance and service delivery	4		Consequence management (performance)	3		Ongoing performance review and assesment.		EM:CS

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
		Customer stakeholder complaints /		High	- Trouble-shooting - Customer communication, education and awareness initiatives (including media campaign)		High	None proposed		EM: BRR and CSE
		Revenue loss			Service delivery channels (physical and digital)			- Implement the Application Programming Interface (API) to certain Government entities (at no cost). - Plan to commercialise data sharing to non-public sector partners at pre defined cost in progress.		EM: BI & Systems
		Unreliable and/or unavailable data systems			- Data policies, processes, procedures and conventions - Data validation techniques - Third party verification system - Automated integrity checks - Performance monitoring and alerts configured on			None proposed		EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/ Implementer
					critical systems as early warning detection.						
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	Likelihood	Rating	EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/ Implementer
Build competencies and capabilities to become a world class and modern regulator	Non-professional organisational culture	Ineffective and inconsistent implementation of performance management	4	16	<ul style="list-style-type: none"> - Performance management system - PM policy clearly describes how the agreement on performance should be aligned to output per business unit and to annual business plan - Job descriptions review under progress based on interview with both line manager and employee to ensure alignment with Performance plan - Consequence management described in performance management policy 	4	12	None proposed			EM:CS

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
		Ineffective leadership and output-based management		High	<ul style="list-style-type: none"> - Continuous employee surveys - Individual PDP requested within performance planning and submitted on ESS - Alignment of individual performance plan with the strategic plan, as per approved performance management policy - explained in policy - Training requirements from ICT automation implemented on an ongoing basis 		High	None proposed		EM:CS
		Ineffective knowledge management and sharing of information			<ul style="list-style-type: none"> - Documented policies and procedures - Knowledge sharing initiatives within divisions 			<ul style="list-style-type: none"> - Develop a knowledge management system - Develop and regularly update the intranet information sharing platform - Policy and procedure awareness 	30/06/2026	EM:CS
		Inadequate communication and clarity of strategy, role-functions and			<ul style="list-style-type: none"> - Strategic plan - Governance and delegation of authority frameworks 			<ul style="list-style-type: none"> Ongoing strategy Reviews -Utilisation of Communication channels and 	Ongoing	CSE

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN				
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer		
		expectations of leadership		4			3	tools to disseminate information.				
		- Ongoing divisional meetings (Cascading of organisational strategy by managers to team)										
		Not living the values and working in silos			Values defined			- Values survey - Education and awareness (on values) - Simplification and rationalisation of values			31/07/2027	EM:CS
		CONSEQUENCE/S OF THE RISK			Impact			Impact			Agreed action plan	Indicative date
Customer stakeholder complaints /	4	-Existing Crisis communications processes - Complaints management processes.	3	Finalisation and approval of stakeholder management strategy. Review Crisis Communication policy and strategy and align with BCM processes	30/06/2026	CSE						

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
		Low staff morale			- Human resource management policy - Ongoing staff engagement - Continuous implementation of wellness initiatives			Ongoing staff engagement	Ongoing	EM:CS
		Fraud and corruption			- Fraud Prevention Policy - Whistleblowing Policy - Automatic reminders sent to policy custodians to commence the review process closer to due date.			Review policies and strategy and implementation	Ongoing	DM: GRC
		Impaired organisational performance and service delivery			- Consequence management (performance) - Monthly joint Exco and Manco strategy meetings			Monitoring and reporting of performance management processes.	ongoing	CSE
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
Create a reputable business regulation and IP environment	Non-optimal organisational performance	Prolonged organisational design process	5	20	Ongoing OD process - phased implementation approach.	5	15	Ongoing OD process	ongoing	EM:CS
		Lack of dedicated unit / lead for stakeholder management			Signed MOU and SLAs with various stakeholders			- Finalisation of Stakeholder Management Strategy.	30/06/2026	CSE
		Lack of integrated stakeholder management planning			Each business unit manages own stakeholders			Finalisation and approval of stakeholder	30/06/2026	CSE

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			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
				High	on an ad hoc basis. Collaboration Framework		High	management strategy.		
		Under-utilization of financial resources from ineffective planning and budgeting			Monitoring budget vs actual			Finance team engagement with Managers and implementation of budget adjustments where necessary.	30/06/2026	CSE
		High legal related costs limit accessibility of IP services			- Inventors assistance programme - WIPO partnership			- Optimisation if inventor assistance programme in terms of education and awareness and application system - Inputs to influence policies and law (consultations with the dtic to ensure that the IP policy is being developed	30/06/2026	CSE
		Lack of integration of end to end enforcement process with key stakeholders			Integration with law enforcement agencies			Enter into MoU with SAPS Commercial Crime and NPA	30/06/2026	Exec: BRR

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
								for information on Legal entities and Directors		
		Delayed implementation of the substantive search and examination programme			<ul style="list-style-type: none"> - SSE training and competency testing programme - European Patent Office oversight on the quality of work produced by examiners - MOU between CIPC and European Patents - IPAS (Intellectual Property Administration system) approved for implementation 			<ul style="list-style-type: none"> - Testing of the SSEP system (ongoing) - Procurement of an adequate tool for the purpose of patent searching. 	31/03/2027	EM: I&C
		Current programmes support only sophisticated business (no focus on programmes to integrate small business participation in IP)			<ul style="list-style-type: none"> - International engagements to shape and direct the IP space - Train the trainer programme with WIPO and Department of Small Business Development - Inventors assistance programme (IAP) 			Optimisation of inventor assistance programme in terms of education and awareness and application system	ongoing	EM: I&C

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer	
		Lack of awareness of CIPC service offerings including relevant segmentation		4	- Website - Education and awareness initiatives (e.g. campaigns and workshops) - Marketing collateral (e.g. brochures) - Social media - Partnerships with other role players (e.g. Seda, the dtic, WIPO) - Ongoing awareness programmes with relevant progress thereof reported monthly.		3	- Review media strategy (digital, broadcast, print) - Optimise information presentation on website (simple, accessible and easy to use) - Utilisation of technology to build awareness where accessible	30/04/2026	CSE	
		Reliance on Ministerial approval (pricing, key planning documents e.g. Strategic Plan, APP)			Ongoing review and lobbying			None proposed		CSE	
		CONSEQUENCE/S OF THE RISK			Impact			Impact	Agreed action plan	Indicative date	Assurer/ Implementer
		Customer/stakeholder complaints			4			3	Continuous SMME training and reporting on IP services	ongoing	EM: I&C
		Reputational harm							Targeted research to gather and analysis IP data.	31/03/2027	CSE
		Adverse audit outcome							Stakeholder Management strategy implementation	ongoing	CSE

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK			RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer
Create a reputable business regulation and IP environment to boost investor confidence	Non-compliance and prolonged approval of legislation	Current legislation does not provide for proactive enforcement by CIPC (IP space)	4	16	None suggested	4	12	To provide formal inputs for legislative review to the dtic	ongoing	EM: BRR	
		Dependence on other law enforcement agencies			Capacitated internal staff with regards to enforcement			MoU to be developed, entered into with relevant Law End. Agencies	ongoing	EM: BRR	
		Lack of understanding of IP related matter by other law enforcement agencies			Training of law enforcement agencies in the CIPC enforcement mandate and law-considering the Covid challenge the IP division has engaged the IT division to assist a solution to enable virtual training for LE (zero rated data and /or any solution which will enable access)			None proposed		EM: BRR	
		Incorrect utilization of enforcement capacity			- Education and awareness on enforcement to various stakeholders (IP) - Law enforcement authorities now conduct raids			- IP to facilitate the development of data collection tool/APP to assist LE officials.	31/03/2027	EM: BRR and EM: I&C	

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer	
		Different interpretation of the Act between CIPC and the Tribunal for cases referred to the Tribunal	Impact	4	3	3	3	Engage formally with the Head of the Co-Tribunal for general technical discussions on CoAct	30/04/2026	EM: BRR	
		Ineffective adaptability to legislative changes i.e. POPI Act						- Implemented partial measures for some functions	Process for full implementation	Ongoing	EM: BRR
		CONSEQUENCE/S OF THE RISK							Agreed action plan	Indicative date	Assurer/Implementer
		Reputational harm						- Customer survey - Crisis communications - Media monitoring and management	Review crisis communication to align with BCM processes	30/06/2026	CSE and DM:GRC
		Customer/stakeholder complaints						- Communication strategy - Customer Communication, education and awareness initiatives including media campaign	Review existing communication strategy. - ongoing media campaign	Ongoing	CSE
		Litigation						Legal support	None proposed		BRR
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK			RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer	
Create reputable Business Regulation and IP environment	a Organisational structure deficiencies	Power vested on one person for conflicting roles i.e. entrusting one person as accounting authority and accounting officer	5	20	5	20	- Approved governance framework - Revision of governance framework	30/04/2026	DM GRC		

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
to boost investor confidence		means overseeing own self								
		Gaps within the organisational structure on critical functions			Organisational design in progress			- Phased implementation of OD project - Monitoring of progress with OD implementation	Ongoing	EM:CS
		Limitation of organisational growth			Organisational design in progress			- Monitoring of progress with OD implementation	Ongoing	EM:CS
		Outdated organisational structure			Organisational design in progress			- Monitoring of progress with OD implementation: Updated JDs and Job evaluation based on revised structure (CS)	Ongoing	EM:CS
		Lack of succession planning			Ongoing knowledge sharing initiatives			Implementation of skills development plan ** Skills development plan submitted to relevant SETA on 01 April 2024, various training programmes put in place for the	Ongoing	EM:CS

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer
								year, implementation of training plans in progress		
		CONSEQUENCE/S OF THE RISK	Impact			Impact	Agreed action plan	Indicative date	Assurer/Implementer	
		Compromised oversight function	4		Governance Framework	4	- Continuous implementation of the Governance Framework - Benchmarking with other entities underway.	Ongoing	DM:GRC	
		Undetected fraud and corruption activities			- Anti-fraud policy - Whistleblowing policy		- Revised Governance Framework and fraud prevention plan	30/04/2026	DM:GRC	
		Impaired organisational continuity			- ICT Continuity policies in place - Integrated Disaster management and Business continuity plans - CIPC emergency and Crisis response Plan - CIPC Information continuity and recovery standard, strategy and plan		Implementation Corporate Business Continuity and Disaster Recovery Measures (ICT)	ongoing	DM:GRC: EM: BISG	
Reputational harm		- Crisis communication - Media monitoring and management		Implementation of media monitoring	Ongoing	CSE				

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK			RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/Implementer
Support 3rd party decision making including our own by leveraging on knowledge assets and networks	Technology shortfalls in enabling effective third-party collaboration	Data alteration/malicious system	4	16	- Access to the source code of the CIPC systems - Security, network and infrastructure policies and procedures - Information security management system (policies and procedures) - Data disclosure strategy - Completed MISS project -EPMO-74 - Managed Information Security Services (Planned for Q3 -Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP)	4	16	- Continuous improvement of automated integrity checks - Existing cyber-security solutions are continuously reviewed and identified improvements are implemented.		31/03/2027	EM: BI & Systems
		Dis-integrated systems (different database)			Improvement of data accuracy and integrity through implementation of business rules in applications			Transformation of and migration to new data structures: Cloud data management tool in progress-Ongoing implementation of the multi year project		31/03/2027	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
		Inefficient information retrieval (per request)		High	<ul style="list-style-type: none"> - Digitization of records - Automation of dematerialized data and records - Data warehouse and BI environment 		High	Data validation techniques - define and implement data capture standards (in progress); data cleansing for data at rest (in progress) - Ongoing modernisation project	31/03/2027	EM: BI & Systems
		Potential data and security vulnerabilities			Technology integration planning and risk mitigation			- Encryption and data leakage prevention module	31/03/2027	EM: BI & Systems
		Interception of electronic communication			<ul style="list-style-type: none"> - Security and network policy - Information security management policy - Data is traversing on encrypted channels (Secured Socket Layer (SSL)) to avoid interception in transit. - Domain-based Message Authentication, Reporting, and Conformance (DMARC) for all email communication 			<ul style="list-style-type: none"> - Enable hybrid work model and manage security implications - Strike a good balance between strong ICT security and access to data - Establish a CIPC wide Governance Committee 	31/03/2027	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
		Mismatch in technology maturity between CIPC and partners			Ongoing systems enhancement projects on a prioritisation basis			- Enhancement of technology to further enable self-service model - Modernisation for legacy system - EPMO - Data Management (Analytics) Tool - Need to retain and secure existing data integration mechanisms for lower maturity partners - Project Management Tool procurement for PMO	30/08/2026	EM: BI & Systems
		CONSEQUENCE/S OF THE RISK	Impact		Impact	Agreed action plan	Indicative date	Assurer/ Implementer		
		Data breach	4		4	- Security, network and infrastructure policies and procedures - Information security management system (policies and procedures) - Data disclosure strategy	Advance Threats Detection (ATD) and Data Loss/leakage Prevention (DLP) implementation	Ongoing	EM: BI & Systems	

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
		Financial resource wastage on corrective and recovery measures			<ul style="list-style-type: none"> - Finance policies - Anti-fraud policy - Investigations and recovery process 			Review and update Finance and Fraud prevention policies.	Ongoing	CFO and DM:GRC
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK			RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
Build competencies and capabilities to become a world class and modern regulator	Geopolitical/geoeconomic events impact on the implementation of CIPC strategy. Escalating tensions may disrupt CIPC international partnerships, agreements and arrangements resulting in reduced cooperation and increased relationships complexity.	Global political and economic tensions	4	16	Existing relationships management initiatives	4	16	International partnership monitoring and risk assessment control 'Strengthen relationships and strategic relationships with developing countries. Develop a plan to lessen dependence on other countries.	ongoing	EM: I&C
		Impact on supply value chains			Existing SCM processes and arrangements			Establish and improve Collaborative partnerships with developing countries. Establish contingency plans	ongoing	EM: I&C

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
		Reliance on external/ international partners		High	Existing partnerships and agreements		High	International partnership monitoring and risk assessment control 'Strengthen relationships and strategic relationships with developing countries. Develop a plan to lessen dependence on other countries.	ongoing	EM: I&C
		Cyber security issues			Existing security measures			Continuous scanning of the environment and enhance security measures where relevant. Regular penetration testing .Implement integrated organisation wide contingency plans	ongoing	EM: BI & Systems
		CONSEQUENCE/S OF THE RISK	Impact			Impact		Agreed action plan	Indicative date	Assurer/ Implementer

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer
		Impaired service delivery and performance.	4	18	None	4	16	- Strengthen relationships and strategic relationships with developing countries. - Develop a plan to lessen dependence on other countries.	Ongoing	EM: I&C
		Reputational Damage			Existing relationships management initiatives			Establish and improve Collaborative partnerships with developing countries.	ongoing	EM: I&C
		Complexity and delays in Supply value chain			Existing SCM processes			None proposed		
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/Implementer
Create a reputable business regulation and IP environment to boost investor confidence	Increased Corporate no-compliance and Data integrity risks in CIPC registers.	Economic distress on businesses	5	18	Enforcement and investigation procedures	4	16	Develop a formal enforcement risk triage framework	30/12/2026	EM: BRR

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN					
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer			
		Complex ownership and control structures		High	Automated validation and system based checks		High	Risk Based enhanced Due Diligence and verification as well as ownership Tracing controls	30/12/2026	EM: BRR			
		Reliance on self disclosure and third-party information			Risk-based compliance monitoring and proactive investigation processes			Review/ enhance risk based enforcement prioritisation and case management	30/09/2026	EM: BRR			
		shortage of enforcement capacity and skills			Ongoing Management discussions in various governance structures			Review enforcement capacity and escalation mechanisms	ongoing	EM: BRR			
		Inadequate technology to enable enforcement			BO disclosure requirements			Strengthen BO verification and data quality controls and reporting. - Use of data analytics to detect and investigate violations	Ongoing	EM: BRR			
					Impact				Impact		Agreed action plan	Indicative date	Assurer/ Implementer
		Compromised data integrity			4			Existing enforcement procedures	4	Enhanced verification and	Ongoing	EM: BRR	

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
								data quality control		
		Weakened regulatory effectiveness			Existing enforcement and investigation procedures			Risk Based regulatory oversight and enforcement Framework	31/03/2027	EM: BRR
		Reduced stakeholder confidence			Stakeholder assurance and information reliability control			Ongoing assurance activities and reporting	Ongoing	EM: BRR
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
Build competencies and capabilities to become a world class and modern regulator	Rapid adoption of AI technologies without a coordinated organisational strategy, clear governance, accountability or adequate oversight of 3rd party providers.	Absence of organizational AI strategy	4.5		ICT governance Frameworks -Procurement 3rd party risk management processes -Information security and data protection controls - Risk Management framework - Internal audit and other assurance mechanisms	4.5		Organisation wide AI policy and strategy development and implementation.	31/06/2026	EM: BI & Systems
		Lack of defined AI oversight and accountability structures			Existing governance and ICT governance structures			Establish formal AI governance and oversight structures, including ethical	31/05/2026	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN		
			Likelihood	Rating		Likelihood	Rating	Agreed action plan	Indicative date	Assurer/ Implementer
								guidelines and decisions accountability		
		Limited AI capability and skills			Existing skills and capabilities			Targeted AI training and skills development	Ongoing	EM: BI & Systems
		Reliance on 3 rd parties for AI solutions			_Third Party Risk Management Framework -Third party risk assessments (ICT)			Strengthen 3rd party AI risk assessment and contractual controls	30/06/2026	EM: BI & Systems
		Operational disruptions			- Cyber risk assessment - Ongoing environmental scanning - Vulnerability scanning			-Ongoing AI risks assessments - AI change and deployment governance control - Documented fall back procedures	Ongoing	EM: BI & Systems
				Impact				Agreed action plan	Indicative date	Assurer/ Implementer
		Compromised decision		4	Decisions accountability control	4		Decision accountability control(AI governance framework)	31/06/2026	EM: BI & Systems
		Data and cyber security incidents		4	Existing security measures	4		Ongoing risk assessment and scanning of the environment	Ongoing	EM: BI & Systems

STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/ Implementer
		Regulatory noncompliance	4		Existing governance mechanisms	4		AI Governance and Compliance Framework		31/06/2026	EM: BI & Systems
		Reputational damage									
STRATEGIC GOAL	RISK DEFINITION	CONTRIBUTING FACTORS	INHERENT RISK		EXISTING CONTROLS (TO REDUCE LIKELIHOOD OF RISK)	RESIDUAL RISK		CONTROL IMPROVEMENT PLAN			
			Likelihood	Rating		Likelihood	Rating	Agreed plan	action	Indicative date	Assurer/ Implementer
Create a reputable Business Regulation and IP environment to boost investor confidence	Legislation supporting implementation of IP strategy (Legislative Inadequacies)	Delays in finalisation of IP legislation	4	16		4	16	None proposed		EM: I&C	
		Non-aligned stakeholder interests						None proposed		EM: I&C	
		Delays in design making- election year						None proposed		EM: I&C	
		CONSEQUENCE/S OF THE RISK	Impact			Impact		Agreed plan	action	Indicative date	Assurer/ Implementer
		Reputational damage in the international damage.	4			4		None proposed			
		Financial and resource wastage/losses.						None proposed		Develop a plan to retain existing skills and interns	

Part D: Technical Indicator Description (TID)

11. Technical Indicator Description

11.1 Focus Area #1: A modern world-class regulator

Indicator Title	Number of new sustainable jobs created		
Definition	Jobs created in preparation for the implementation of Substantive Search and Examination Experiential Learning/Proof of Concept in preparation to implement SSE for patents. This is an endeavour to build CIPC capabilities and competencies towards a world-class, modern regulator, as well as a reputable IP protection environment.		
Source of data	Management reports		
Method of calculation/ Assessment	Management Report on Examiner Job Creation		
Means of Verification	Signed report		
Assumptions	<ul style="list-style-type: none"> Necessary approval will be granted. 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: as per the EE plan Target for Youth: as per the EE plan Target for People with Disabilities: as per the EE plan 		
Spatial Transformation (where applicable)	N/A		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	20 Junior Examiner Jobs created in preparation for the implementation of Substantive Search and Examination Experiential Learning.		
Indicator responsibility	Divisional Manager: Innovation Support and Protection		

Indicator Title	Number of interns that have undergone the work-place readiness programme		
Definition	CIPC has implemented internship programs aimed at giving graduate work experience. This will contribute to the employability of the graduate, hence reducing unemployment levels.		
Source of data	Human capital report		
Method of calculation/ Assessment	Simple count of interns that have undergone the internship programme irrespective of how long there were in the programme		
Means of Verification	Signed management report (and supporting evidence)		
Assumptions	<ul style="list-style-type: none"> There is a budget to cover employee benefits such as salary, resources they require such as computers, etc. 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: as per the EE plan Target for Youth: 100% Target for People with Disabilities: as per the EE plan 		
Spatial Transformation (where applicable)	N/A (Local district and metros)		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to Date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	All 50 positions filled		
Indicator responsibility	Divisional Manager of Human Capital		

Indicator Title	Rand value of funding ringfenced for internships		
Definition	CIPC has implemented internship programs aimed at giving graduate work experience. This will contribute to the employability of the graduate, hence reducing unemployment levels.		
Source of data	Management reports including financial report		
Method of calculation/ Assessment	Read management reports including financial report		
Means of Verification	Signed management report (and supporting evidence)		
Assumptions	<ul style="list-style-type: none"> • There is a budget to cover employee benefits such as salary, resources they require such as computers, etc. • Financial sustainability of CIPC 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: as per the EE plan • Target for Youth: 100% • Target for People with Disabilities: as per the EE plan 		
Spatial Transformation (where applicable)	N/A (Local district and metros)		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to Date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	Sufficient funding ringfenced for internship programme		
Indicator responsibility	Divisional Manager of Human Capital Chief Financial Officer		

Indicator Title	Percentage of employees capacitated with critical competencies identified in the Vision 2030 Strategy		
Definition	<p>This program is designed to enhance employee skills through targeted reskilling initiatives, aligning with the MTDP priorities to drive 3.6% economic growth by 2030. It focuses on conducting skills audits, facilitating workforce transitions, and providing both formal training and on-the-job learning. By equipping employees with the necessary skills, this program ensures they remain agile, competitive, and well-prepared to thrive in an evolving, technology-driven economy.</p> <p>By reskilling, CIPC employees can bridge skills gaps, stay relevant in their roles, and smoothly transition into new positions as the demands of the regulatory and intellectual property sectors evolve. This enhances productivity, fosters innovation, and increases adaptability, helping the CIPC remain effective and efficient in delivering services. Reskilling also supports the MTDP's objectives by ensuring a skilled, versatile workforce that drives sustainable economic development and contributes to long-term growth in the economy.</p>		
Source of data	Management Report		
Method of calculation/assessment	<p>Completion of On-the-Job Training by monitoring the number of employees who have successfully completed the on-the-job training as part of the reskilling program against the number of employees for whom training needs have been identified.</p> <p>This reflects the percentage of employees who have gained the required skills and hands-on experience, ensuring they are prepared to contribute effectively in their roles and meet the evolving demands of the organisation.</p>		
Means of Verification	Signed management report (and supporting evidence)		
Assumptions	No major delays in finalising the process		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: as per the EE plan • Target for Youth: as per the EE plan • Target for People with Disabilities: as per the EE plan 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Organisational Design Completed		
Indicator responsibility	The Executive Manager (EM): Corporate Services (CS) is responsible for managing and reporting on this indicator.		

Indicator Title	Out of 10 customer and stakeholder satisfaction score		
Definition	The customer and stakeholder satisfaction survey tests the effectiveness of the organisation's programmes and other initiatives on meeting customer and stakeholder expectations.		
Source/ of data	Managements reports, and stakeholder and customer survey results		
Method of calculation/assessment	Read managements reports, and stakeholder & customer survey results		
Means of Verification	Signed management report, survey report that is signed it off		
Assumptions	Procurement process will run smoothly.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	8 score		
Indicator responsibility	The Chief Strategy Executive (CSE) is responsible for managing and reporting on this indicator.		

Indicator Title	Publish service delivery standards		
Definition	The CIPC publishes clearly defined and publicly accessible service delivery standards. These standards specify the expected timelines that customers and stakeholders should anticipate with respect to CIPC transactions. The purpose of this indicator is to promote transparency, accountability, and consistent quality of service delivery, while enhancing public trust in the operations of the CIPC.		
Source of data	Signed Management Reports		
Method of calculation/ Assessment	Reading of reports and supporting documentation where available		
Means of Verification	Reading of reports and supporting documentation where available		
Assumptions	<ul style="list-style-type: none"> • Appropriate resources • Allocation of budget and management commitment 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved.		
Indicator responsibility	Chief Strategy Executive		

Indicator Title	Publish reports on percentage of transactions within SDS		
Definition	The CIPC publishes regular reports detailing the percentage of transactions completed within the defined Service Delivery Standards (SDS). Transactions include all core business processes such as company registrations, amendments, intellectual property filings, renewals, and any related transactions offered by CIPC. The indicator aims to enhance transparency and accountability in CIPC's operations, facilitating stakeholder confidence and improving service delivery efficiency through monitoring compliance with established SDS benchmarks.		
Source of data	Signed Management Reports		
Method of calculation/ Assessment	Reading of reports and supporting documentation where available		
Means of Verification	Reading of reports and supporting documentation where available		
Assumptions	<ul style="list-style-type: none"> • Appropriate resources • Allocation of budget and management commitment 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved.		
Indicator responsibility	Chief Strategy Executive		

11.2 Focus Area #2: Ease of doing business in SA

Indicator Title	Number of ICT Systems modernised (migrated to modernised platforms)		
Definition	Modernisation of ICT systems entails migration from legacy systems to modern platforms such as the K2 platform (<i>a platform used for Business Process Management to automate business processes or workflows.</i>) and IPAS (<i>Intellectual Property Automation System</i>) to align to the CIPC Vision 2030 Strategy.		
Source of data	Management reports		
Method of calculation/assessment	Read report and supporting documents		
Means of Verification	Signed management reports and supporting documents		
Assumptions	No major delays in migration processes		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All ICT systems migrated to modern platforms.		
Indicator responsibility	EM: BISG will work with relevant managers in executing activities related to this indicator and report it.		

Indicator Title	Percentage of processes automated		
Definition	Processes automated as part of the CIPC modernisation strategy to build a modern world-class organisation and reduce turnaround times.		
Source of data	Management reports and supporting documentation		
Method of calculation/assessment	Read management reports and supporting documentation		
Means of Verification	Signed management reports and supporting documents		
Assumptions	No major delays in automating processes.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	100% processes automated.		
Indicator responsibility	EM: BISG is responsible for managing and reporting on this indicator.		

Indicator Title	Average turnaround times for key services		
Definition	Reducing turnaround times for key services reduce the regulatory administrative burden of long waiting periods to process applications, initiatives such as automation and other innovations are directed at reducing turnaround times. Measuring turnaround times show progress made in this regard.		
Source of data	Management reports System reports		
Method of calculation/assessment	Read management reports For each service average turnaround time calculated.		
Means of Verification	Signed management reports and system reports		
Assumptions	No budgetary and other resource constraints.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	An average 1 working day or less for key services		
Indicator responsibility	The relevant managers are responsible for managing and reporting on this indicator for their respective divisions.		

Indicator Title	Percentage of transactions will be processed digitally, improving speed and accessibility for users		
Definition	This indicator measures the percentage of transactions processed fully digitally. Its increase directly accelerates service turnaround by automating workflows and eliminating manual delays, thereby driving the core outcome of enhanced operational efficiency and faster, more accessible service delivery for CIPC users.		
Source of data	Management reports System reports		
Method of calculation/assessment	Read management reports		
Means of Verification	Signed management reports and system reports		
Assumptions	No budgetary and other resource constraints.		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)		
	Non-cumulative	X	
Reporting cycle	Quarterly and annually		
Desired performance	95% of all transactions to be processed digitally		
Indicator responsibility	The relevant managers are responsible for managing and reporting on this indicator for their respective divisions.		

Indicator Title	Percentage of invoices paid within 20 days							
Definition	This output refers to the total number of invoices paid against all invoices received in 20 days.							
Source of data	Finance department							
Method of calculation/ Assessment	$(\text{Number of invoices received paid in 20 days} / \text{Number of invoices received}) \times 100$							
Means of Verification	List of invoices received and proof of payment							
Assumptions	<ul style="list-style-type: none"> Supplier submitted all required documents. 							
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: in line with South African demographics Target for Youth: in line with South African demographics Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 							
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A 							
Calculation type	<table border="1"> <tr> <td>Cumulative (Year – End)</td> <td></td> </tr> <tr> <td>Cumulative (Year to date)</td> <td>X</td> </tr> <tr> <td>Non-cumulative</td> <td></td> </tr> </table>	Cumulative (Year – End)		Cumulative (Year to date)	X	Non-cumulative		
Cumulative (Year – End)								
Cumulative (Year to date)	X							
Non-cumulative								
Reporting cycle	Quarterly and annually							
Desired performance	All set milestones achieved							
Indicator responsibility	Responsibility is shared between: <ul style="list-style-type: none"> Chief Financial Officer Senior Manager: Accounting Senior Manager: Supply Chain 							

Indicator Title	Percentage of B-BBEE compliant suppliers (procurement above R 30000 and SA based companies)		
Definition	This output refers to products or services that is procured from B-BBEE compliance suppliers		
Source of data	Procurement report		
Method of calculation/ Assessment	$(\text{Number of B-BBEE compliance certificates from suppliers} / \text{Total number of suppliers}) \times 100$		
Means of Verification	Valid B-BBEE compliance		
Assumptions	<ul style="list-style-type: none"> • Procurement is above R30 000. • There are suppliers with B-BBEE compliance for required service 		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved		
Indicator responsibility	Responsibility is shared between: <ul style="list-style-type: none"> • Chief Financial Officer • Senior Manager: Accounting • Senior Manager: Supply Chain 		

11.3 Focus Area #3: Investor confidence in SA businesses and innovations

Indicator Title	Number of education and awareness programmes		
Definition	Education and awareness programmes to increase public awareness and knowledge of the company and IP protection laws, CIPC services, processes, and channels.		
Source of data	Management reports and supporting documentation		
Method of calculation/assessment	Read Management reports and supporting documentation Simple count		
Means of Verification	Signed management reports and/or attendance registers indicating the venue, date on which these were held will be assessed, summing up the number held during the reporting period.		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Success of education and awareness programmes		
Indicator responsibility	The senior managers responsible for education and awareness are responsible for managing and reporting on this indicator.		

Indicator Title	Number of partnerships with industrial parks on access to the CIPC services		
Definition	In order to strengthen the CIPC competencies and reach, partnerships will be forged where there is benefit for the CIPC and mutual commitment between the two parties.		
Source of data	CIPC Contract List		
Method of calculation/assessment	Simple count		
Means of Verification	Sample a representative number of MOUs to establish the existence of the MOUs or related document.		
Assumptions	<p>There are entities looking to collaborate with the CIPC.</p> <p>There are sufficient resources to implement the agreements.</p>		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Partnerships with shared commitment and benefit to the CIPC		
Indicator responsibility	All relevant managers		

11.4 Focus Area #4: Investor Confidence- Innovation and Creativity Promotion

Indicator Title	Number of programmes to support businesses (and potential business owners) and IP creators and owners supported		
Definition	Programmes to support businesses (and potential business owners) and IP creators and owners supported will be developed.		
Source of data	Management reports and supporting documentation		
Method of calculation/assessment	Read management reports and supporting documentation		
Means of Verification	Signed management reports		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Programme success - businesses (and potential business owners) and IP creators and owners supported		
Indicator responsibility	All senior managers that oversee such programmes are responsible for managing and reporting on this indicator.		

Indicator Title	Stage of Substantive Search Examination implementation		
Definition	Substantive Search Examination will be strengthening the validity of granted IPR (patents designs and copyright), and in doing so reduce litigation costs for the IPR owners.		
Source of data	Management reports and supporting documents.		
Method of calculation/assessment	Read management reports and supporting documentation		
Means of Verification	Signed management reports and supporting documentation including SSE implementation roadmap (or project plan)		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Substantive Search Examination fully implemented		
Indicator responsibility	The Divisional Manager: Innovation Support and Protection responsible for managing and reporting on this indicator.		

Indicator Title	Percentage of economic data sets included in the annual return for data analysis		
Definition	Data sharing and intelligence gathering across the dtic group faces challenges due to fragmented systems, inconsistent data standards, and limited interoperability. This results in inefficiencies, duplicated efforts, data quality concerns, and delayed decision-making processes. The indicator measures the progressive milestones and distinct stages achieved in designing, developing, testing, deploying, and operationalizing a digital data sharing platform aimed at addressing these challenges. The data sharing platform will enhance interoperability, real-time data exchange, and strategic collaboration among CIPC and other dtic entities		
Source of data	Management reports and other supporting documentation		
Method of calculation/assessment	Read Management reports and supporting evidence		
Means of Verification	Signed management reports and system reports		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: To be determined • Reflect on the spatial impact area: To be determined 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved		
Indicator responsibility	The Executive Manager: BISG is responsible for managing and reporting on this indicator.		

11.4 Focus Area #4: Support Third Party Decision Making

Indicator Title	Percentage of Cyber Attacks Blocked
Definition	As the CIPC increasingly rely on digital infrastructure, safeguarding sensitive information and intellectual property from cyber threats has become a paramount concern. This indicator provides a quantitative measure of the effectiveness of the cybersecurity measures implemented by the CIPC, ultimately contributing to the organisation's overall risk management strategy
Source of data	Management reports and other supporting documentation including <ul style="list-style-type: none"> • CIPC Security logs • Firewall logs • Vulnerability management system reports
Method of calculation/assessment	$(\text{Blocked Cyber Attack Attempts} / \text{Total Identified Cyber Attack Attempts}) * 100$

Means of Verification	Signed management reports and system reports		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: To be determined • Target for Youth: To be determined • Target for People with Disabilities: To be determined 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: To be determined • Reflect on the spatial impact area: To be determined 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	Over 95% of Cyber Attacks Blocked		
Indicator responsibility	The Executive Manager: BISG is responsible for managing and reporting on this indicator.		

Indicator Title	Percentage of economic data sets included in the annual return for data analysis		
Definition	Data sharing and intelligence gathering across the dtic group faces challenges due to fragmented systems, inconsistent data standards, and limited interoperability. This results in inefficiencies, duplicated efforts, data quality concerns, and delayed decision-making processes. The indicator measures the progressive milestones and distinct stages achieved in designing, developing, testing, deploying, and operationalising a digital data sharing platform aimed at addressing these challenges. The data sharing platform will enhance interoperability, real-time data exchange, and strategic collaboration among CIPC and other dtic entities		
Source of data	Management reports and other supporting documentation		
Method of calculation/assessment	Read Management reports and supporting evidence		
Means of Verification	Signed management reports and system reports		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: To be determined • Reflect on the spatial impact area: To be determined 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved		
Indicator responsibility	The Executive Manager: BISG is responsible for managing and reporting on this indicator.		

Indicator Title	Number of government entities integrated into the central data system for synergy.		
Definition			
Source of data	Management reports and other supporting documentation		
Method of calculation/assessment	Read Management reports and supporting evidence		
Means of Verification	Signed management reports and system reports		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: in line with South African demographics • Target for Youth: in line with South African demographics • Target for People with Disabilities: in line with the guidelines for service provision to people living with disabilities 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: To be determined • Reflect on the spatial impact area: To be determined 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved		
Indicator responsibility	The Executive Manager: BISG is responsible for managing and reporting on this indicator.		

Indicator Title	Number of commercial data products developed to monetise anonymised business data.		
Definition			
Source of data	Management reports and other supporting documentation		
Method of calculation/assessment	Read Management reports and supporting evidence		
Means of Verification	Signed management reports and system reports		
Assumptions	Resourcing appropriate		
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: To be determined • Target for Youth: To be determined • Target for People with Disabilities: To be determined 		
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: To be determined • Reflect on the spatial impact area: To be determined 		
Calculation type	Cumulative (Year – End)		
	Cumulative (Year to date)	X	
	Non-cumulative		
Reporting cycle	Quarterly and annually		
Desired performance	All set milestones achieved		
Indicator responsibility	The Executive Manager: BISG and CFO share responsible for managing and reporting on this indicator.		

ANNEXURE A – Key services and turnaround times

CIPC Services	2025/26 (Baseline/Estimated Performance) – business/working day From Q2 Data 2024/25	2029/30 (Five-year Target)
Patent applications	2 days	Instant
Patent Certificate	44 days	Instant
Patent registrations	3 days	Instant
Designs applications	2 days	Instant
Designs Certificates	44 days	Instant
Designs Renewals	2 days	Instant
Copyright in film applications	1 days	Instant
Trademark applications	2 days	Instant
Trademark registrations	180 days	180 days
Trademark Official Action	10 months	180 days
Trademark Renewals	2 days	Instant
Name reservations	1.63	Instant
Companies Registrations	1.01 days	Instant
BBBEE Certificates	Instant	Instant
Company Name Changes	0.01	Instant
Short Standard Private and Non-Profit without members (CoR15.1A and CoR15.1C)	1 day	Instant
Private Company and Non-Profit Company with customised MOI, Public Company, State Owned Company and Incorporated Company (CoR15.1B, D and E)	2 days	Instant
Close Corporation to Company Conversions (CoR18.1)	2 days	Instant
Mergers or Amalgamation (CoR89)	1 day	Instant
External Company Registration (CoR20.1)	3 days	Instant
MOI amendments on shares (CoR15.2)	1 day	Instant
Company address (CoR21.1)	1 day	Instant
Company financial year end (CoR25)	1 day	Instant
Location of company records (CoR22)	3 days	Instant
Company and Close corporation voluntary Deregistration	4 days	Instant

Company and Close Corporation Solvent (CoR40.1) and Insolvent Liquidation (CM26Liq)	1 day	Instant
Amendments - Manual MOI (Cor15.2)	4 days	Instant
Company and CC reinstatements	5 days	Instant
Annual Returns (Service Delivery Standards)	Instant	Instant
Co-operatives Registrations	1 days	Instant
Director Amendments (Manual)	2 days	Instant
Director Amendments (Electronic)	Instant	Instant
Member Amendments	1 day	Instant
Business Rescue Cases Registered (New)	2 days	Instant
Business Rescue Practitioners Registrations/Licensing	2 days	Instant
Disclosures: Paper Based	9 days	TBD
State Department	3 days	TBD
Mailroom	1 day	TBD
Disclosure Billing: Paper Base	10 days	TBD
Disclosure Billing: State Department	5 days	TBD
Company and close corporation electronic address changes	1 day	Instant
Company and close corporation electronic financial year end changes	1 day	Instant
Company electronic share changes	1 day	Instant
Company and close corporation name changes (unless effective date is stated as a later date than filing)	1 day	Instant
Company type changes	10 days	Instant
Company main business changes	10 days	Instant
Company location of company record changes	3 days	Instant
Annual Returns Filings	5 minutes	Instant
AFS Filings	Instant	Instant
FAS Filings	5 minutes	Instant
Prospectus Registration	5 days	Instant
Independent Review Investigation	3.68 days	TBD
Reportable Irregularity Investigation	2.79 days	TBD

Resolve customer queries	7 days	TBD
Acknowledgement of receipt of complaints (an automatic response is sent immediately after receiving the email)	3 days	TBD
Evaluation of the case for jurisdiction	25 days	TBD

ANNEXURE B – Output Targets within the dtic-group of Entities

Support Infrastructure Investment

Key Focus Area	Support infrastructure investment that lowers cost of doing business (Rail, Water and Energy)
Output	Establish strategic partnerships, between IDC to Transnet to revive rail infrastructure
	Conclude PPP's with DFIs to facilitate efficient operations of rail infrastructure
	Finalise agreement on affordable transportation of manufactured goods from road to rail aligned to the industrialisation mandate
	Finalise shareholder compact with IDC, NEF and ECIC to increase investment in rail
	Conclude rail refurbishment agreements with 3 countries on the rest of the continent to facilitate movement of goods in line with AFCFTA
	Shareholder compact with IDC, NEF and ECIC to increase investment in water purification
	Industry agreement to increase investment in chemicals and water treatment infrastructure
	Strategic partnership agreement between IDC and Sasol to secure access to gas for industrial users
	1500 Megawatts of energy from projects facilitated (800MW from the dtic)
	Shareholder compact with IDC, NEF and ECIC to increase investment in energy generation, storage and transmission
	13 Projects managed and unblocked through the Energy One-Stop Shop
	Enabling regulatory flexibility on competition laws through exemptions
	Measures to encourage energy efficiency through Standards (SABS & NRCS)
	Measures to Protect Consumers and energy-users developed (Consumer Protection)
Investment in the industrialisation of renewable energy components (Cables, transformers, insulators, inverters etc) (IDC, SABS, NRCS, NEF)	

Support Government Procurement of Locally Manufactured Goods and Services

Key Focus Area	Support for government procurement of locally manufactured goods and services
Output	Tax incentive to attract new investment in manufacturing
	20 strategic products designated for local procurement in infrastructure projects
	Retail code of practice to increase procurement of local goods and services

	<p>Increase localisation by 30% in both public and private sectors through key sectoral programme interventions</p> <ul style="list-style-type: none"> • 10 Strategic products designated in non-infrastructure projects • Draft regulations on designation to support the Public Procurement Act • Monitor and report on the localisation commitments by Retailers in the R-CTLF; Autos; Poultry; Furniture and Sugar masterplans and through other sector plans • Initiate and implement trade measures to support local production and competitiveness across all sectors • Increased value of import replacement to reduce dependency on foreign imports
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Investment in Innovation and Commercialisation of Technologies

Key Focus Area	Support for government procurement of locally manufactured goods and services
Output	Tax incentive to attract new investment in manufacturing
	20 strategic products designated for local procurement in infrastructure projects
	Retail code of practice to increase procurement of local goods and services
	Funding proposal finalised working with R&D network of institutions
	Funding projects that develop innovative solutions in the form of new technologies and services to solve local, regional and global problems
	Procurement framework for innovative products and solutions to scale new technologies and services.
	Launch a commercialisation fund in partnership with DSI

Increase Investment in Underserved Areas

Key Focus Area	<ul style="list-style-type: none"> • Designation of SEZs • Industrial parks
Output	One new SEZ application considered for designation and roll-out
	9 Industrial parks supported
	New model on Industrial Parks including support to township and Rural Economies
	50 Industrial parks supported through: Critical infrastructure programme, SMMEs in the parks and improving funding governance model over and above the current model with DBSA
	Finalise aggregator model for procurement of goods and services from rural and township areas

Strengthen Masterplans

Key Focus Area	Development of a Draft National Industrial Policy Framework to promote industrialisation
Output	Review Auto Masterplan to align to the emerging global and local imperatives
	5000 jobs created through Masterplans/sectoral interventions (Automotive, RCTLF, Furniture, Steel, Sugar, Poultry, and Medical Devices)
	Skills programmes – Scaled up technical (artisan) and digital skills to support competitiveness of firms. Improve outcomes to ensure employability.

Job Training Program

Key Focus Area	Empowering Futures: Expanding Job Training Opportunities for Youth and SMMEs
Output	Finalise work readiness programme in partnership with Industry and DHET
	Strengthen Youth Empowerment Services to increase intake and absorption of youth into the job market
	Scale internships in the dtic family (dtic)
	50 000 SEF job opportunities committed to/created (funding dependent)
	10 000 GBS towards 2,1 million work experience
	Digital economy supporting SMMEs, farmers, Transnet – drone pilot training.
	Sandbox hubs – software development to test improvement of processes to support firms

Export Focus

Key Focus Area	<ul style="list-style-type: none"> • Increase the value of South African exports to the world by R1 trillion by 2030. • Increase the value of South African exports to the rest of Africa (10% per annum growth).
Output	Global Export Strategy
	New Trade Finance Mechanism submitted to Cabinet
	R25 billions of South African outward investments in the rest of Africa;
	R850 million in exports to the rest of the world including supported through the EMIA Scheme
	300 companies assisted with real-time market intelligence, trade data, regulatory information, and exporter support measures, including through establishing a Trade Point
	Global Export Strategy

	New Trade Finance Mechanism submitted to Cabinet
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Key Focus Area	Increase the number of regular exporters by 5% by 2030
Output	R140 Million trade finance and risk cover provided to companies. Finalise Economic Interest Strategies for 10 key trading partners or regions to improve exports, attract FDI and leverage SA's economic relations: Africa; China; US; India; EU; Brics+; Indonesia (to ensure access to key battery minerals).

Key Focus Area	Implementation of the AfCFTA to increase SA exports to the rest of the continent.
Output	Implementation of the AfCFTA and finalisation of negotiations in order to build an integrated market for SA's value-added exports. Note: Implementation will include finalisation of outstanding negotiations, ratification of protocols and addressing non-tariff barriers faced by SA exporters

Greening the Economy

Key Focus Area	Decarbonising South Africa Towards a Low-Carbon Economy: A Strategic Path to Sustainable Industrial Growth
Output	Develop a package to promote the decarbonisation of the SA economy and key supply-chains <ul style="list-style-type: none"> • Cabinet decision to deploy trade instruments to support industrialisation • Agreement with the EU and UK in terms of the Economic Partnership Agreements to make use of extended cumulation with their free trade partners regarding EV manufacturing and to support decarbonisation goals
	Oppose unilateral green trade barriers, including the lobbying for an extension in the implementation of the EU CBAM and identification of measures to support industry to transition to low-carbon production. Agreed solutions with the EU and EK that address the negative impact of the full implementation of their CBAMs
	Development and implementation of a decarbonisation strategy for the industry to align with the Climate Change Act and South African Trade and Industrial objective targeting 5% reduction of GHG emissions contribution by Industry

Streamline Regulations

Key Focus Area	<ul style="list-style-type: none"> • Improve turnaround times across all services provided by the dtic family • Address challenges in business rescue, integration of issues in e-commerce in the department including the development of an e-commerce strategy and the ease of doing business
Output	Roll out one stop shop in remaining 4 provinces to make it easier for business to operate and expand.
	Action plans developed and four actions taken for the ease of doing business
	Work closely with entities such as CIPC on targets such as automation and simplifying processes for companies.
	Amendments to ITAC regulations to reduce red tape in application process (safeguards and antidumping)

Beneficiation of Critical Minerals

Key Focus Area	Development of Battery Minerals Beneficiation Programme - (with targeted Battery Precursor Metals developed to support the energy transition)
Output	Finalise critical minerals framework for key value chains working with industry
	Establish regional blocks to facilitate partnerships among key countries to beneficiate minerals in the region AU Summit approval of inclusion of AfCFTA Protocol on Industrial Development which would prioritise the development of regional value chains in the key sectors, incentive investment and promote beneficiation of critical raw materials (this will be in 2025/26 APP)
	Develop a Battery Minerals Beneficiation Programme
	Evaluate the industry capability in two battery precursor metal products and promote for investment
	Develop a draft Regional Critical Minerals (RCM) Strategy Framework in partnership with the DMRE
	Funding proposal and implementation plan of the Regional Critical Minerals (RCM) Strategy Framework in partnership with the DMR

Economic Planning and Monitoring

Key Focus Area	Development of a Draft National Industrial Policy Framework to promote industrialisation
Output	National Industrial Policy Framework supporting 2 % average growth in manufacturing from 0.5% average

Key Focus Area	Develop an integrated economic strategy that aligns fiscal policy, monetary policy, competition policy, industrial policy, innovation policy and trade policy.
Output	Update Trade Policy to support to support emerging opportunities of industrial policy
	Amendments to the International Trade Administration Act to unlock implementation of effective trade policy tools



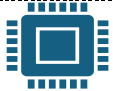

Key Focus Area	Implementation of the Transformation Fund
Output	Transformation Fund developed and implemented

Key Focus Area	Co-Chair the economic cluster
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Output	Co-Chair Role of the economic cluster, taking on responsibilities to: <ul style="list-style-type: none">• Co-Architect: Collaborate in the design and planning of economic initiatives.• Coordinate: Ensure alignment and cooperation among various stakeholders.• Track: Monitor progress and outcomes of economic development initiatives.
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Annexure C: KRAs



Modernisation and Regulatory Framework

	Automation Target	CIPC aims to automate all business and intellectual property processes by 2029. This will modernize the regulatory framework and improve service delivery.
	ICT Modernization	All ICT systems will be modernized by 2028 to support digital transactions and enhance operational efficiency
	Digital Transactions	By 2028, 95% of transactions will be processed digitally, improving speed and accessibility for users.
	Integrated Service Delivery	Continued integration with other stakeholders such as NLC, DSD, PSIRA, CIBD etc





Job Creation and Youth Empowerment

	Internship Growth Targets	Continue to have 10% of staff complement employed as interns on a two-year contract; create entry-level positions to absorb X % of interns permanently..
	Youth Skills Training	CIPC targets training/empowering 250,000 youth through the JSE investment challenge, IP youth awards, and other programmes
	Partnerships for Empowerment	Collaboration with TVET colleges and municipalities supports skills for the digital economy.





Ease of doing business

	BizPortal Expansion	CIPC will expand BizPortal and onboard X new partners by 2029 to improve services.
	Improved Business Environment	Virtual One-Stop Shops and fast-tracking and differentiated service offerings for different customer segmented (listed and non-listed companies,e.g.)





Intellectual Property Protection and Commercialisation

	Annual IP Filings Growth	CIPC aims to increase local intellectual property filings by 15% each year to boost innovation (through education campaigns, offering incentives etc)
	Timely IP Registration	95% of IP registrations will be processed within standard delivery times by 2027 for efficiency
	Support for Inventors	The Inventor Assistance Programme supports 100 beneficiaries annually to foster creativity.
	Partnerships for Commercialization	12 partnerships with industrial parks by 2029 will facilitate commercializing intellectual property.

Strategic Data and Digital Empowerment

	Data Inclusion in Returns	By 2027, all annual returns will include comprehensive economic datasets for better analysis
	Government Data Integration	By 2028, ten government entities will be integrated into the central data system for synergy.
	Commercial Data Products	By 2029, five commercial data products will be developed to monetize anonymized business data
	Strategic Data Hub Initiatives	Unified digital identity, enhanced data governance, and partnerships will strengthen data strategy

Internal Operational Excellence

	Supplier Payment Goal	CIPC aims to pay 100% of supplier invoices within 10 days by 2029 to improve financial efficiency.
	Workforce Reskilling	100% of the workforce will be reskilled by 2028 to enhance capabilities and adaptability.
	Ethical Procurement	100% procurement will come from B-BBEE-compliant suppliers by 2026 to ensure ethical sourcing.
	Customer Satisfaction Monitoring	Customer satisfaction will be tracked annually aiming for a score of 9 out of 10